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Question of Cyprus

Security Council
Seventy-first year

Letter dated 19 October 2016 from the Permanent Representative of Cyprus to the United Nations addressed to the Secretary-General

Upon instruction from my Government, I transmit herewith two documents detailing the infringements of international air traffic regulations and the violations of the national airspace of the Republic of Cyprus by Turkey (see annex I) and the illegal use of closed ports by Turkish warships (see annex II) recorded during the month of September 2016. It should also be noted that Turkish commercial aircraft systematically use the illegal Tympou airport.

Furthermore, I wish to inform you that the occupation regime illegally issued a notice to airmen on 27 September relating to exercises organized by the Turkish Air Force.

The actions of Turkey clearly aim at undermining the sovereignty of the Republic of Cyprus, bolstering the continuing de facto division and upgrading the secessionist entity's status, by claiming a purported airspace over the occupied territory of the Republic. In addition, Turkey continues to systematically harass civilian and military aircraft within the Nicosia flight information region via radio calls. Meanwhile, infringements of regulations in the Nicosia flight information region and violations of the national airspace of the Republic of Cyprus continue unabated. The policy of Turkey of persistently breaching international law and defying international rules and regulations puts the safety of international civil aviation at risk, has a negative impact on the stability of the region and causes difficulties for air traffic over Cyprus.

It should further be underlined that the continuation of the illegal actions of Turkey creates tension during a critical period for the successful outcome of the ongoing negotiation process for a peaceful comprehensive solution of the Cyprus problem.

On behalf of my Government, I strongly protest the continuing infringements of international air traffic regulations and the violations of the national airspace and the territorial waters of the Republic of Cyprus by Turkey and appeal for their

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immediate cessation. The Republic of Cyprus reiterates, in this respect, its call for adherence to the principle of sovereignty and non-interference enshrined in the Charter of the United Nations.

I should be grateful if you would circulate the present letter and its annexes as a document of the General Assembly, under agenda item 41, and of the Security Council.

(*Signed*) Nicholas **Emiliou**

Annex I to the letter dated 19 October 2016 from the Permanent Representative of Cyprus to the United Nations addressed to the Secretary-General

Airborne violations

Date	*Time*	*Nature of violation*
6 September	0947-1125	One Cougar Turkish military helicopter infringed international air traffic regulations and violated the national airspace of the Republic of Cyprus by entering the Nicosia flight information region (FIR) and the national airspace of the Republic of Cyprus without diplomatic permit or contacting Nicosia air control centre (ACC).
	2045-2246	One Turkish military helicopter infringed international air traffic regulations and violated the national airspace of the Republic of Cyprus by entering the Nicosia FIR and the national airspace of the Republic of Cyprus without diplomatic permit or contacting Nicosia ACC.
	2106-2235	One Turkish military helicopter infringed international air traffic regulations and violated the national airspace of the Republic of Cyprus by entering the Nicosia FIR and the national airspace of the Republic of Cyprus without diplomatic permit or contacting Nicosia ACC.
7 September	1010-1406	One Turkish military helicopter infringed international air traffic regulations and violated the national airspace of the Republic of Cyprus by entering the Nicosia FIR and the national airspace of the Republic of Cyprus without diplomatic permit or contacting Nicosia ACC.
	1100-1120	One B-200 Turkish military aircraft infringed international air traffic regulations and violated the national airspace of the Republic of Cyprus by entering the Nicosia FIR and the national airspace of the Republic of Cyprus without diplomatic permit or contacting Nicosia ACC.
	1318-1530	One CN-235 Turkish military aircraft infringed international air traffic regulations by entering the Nicosia FIR without diplomatic permit or contacting Nicosia ACC.
	1453-1508	One B-200 Turkish military aircraft infringed international air traffic regulations and violated the national airspace of the Republic of Cyprus by entering the Nicosia FIR and the national airspace of the Republic of Cyprus without diplomatic permit or contacting Nicosia ACC.
19 September	0933-1008	One S-70 Turkish military aircraft infringed international air traffic regulations by entering the Nicosia FIR without diplomatic permit or contacting Nicosia ACC.

Date	*Time*	*Nature of violation*
	1504-1553	One Cougar Turkish military helicopter infringed international air traffic regulations and violated the national airspace of the Republic of Cyprus by entering the Nicosia FIR and the national airspace of the Republic of Cyprus without diplomatic permit or contacting Nicosia ACC.
20 September	1041-1211	One CN-235 Turkish military aircraft infringed international air traffic regulations by entering the Nicosia FIR without diplomatic permit or contacting Nicosia ACC.
	1622-1650	One Turkish military helicopter infringed international air traffic regulations and violated the national airspace of the Republic of Cyprus by entering the Nicosia FIR and the national airspace of the Republic of Cyprus without diplomatic permit or contacting Nicosia ACC.
21 September	1133-1152	One CN-235 Turkish military aircraft infringed international air traffic regulations and violated the national airspace of the Republic of Cyprus by entering the Nicosia FIR and the national airspace of the Republic of Cyprus without diplomatic permit or contacting Nicosia ACC.
	1355-1524	One CN-235 Turkish military aircraft infringed international air traffic regulations by entering the Nicosia FIR without diplomatic permit or contacting Nicosia ACC.
	1434-1601	One CN-235 Turkish military aircraft infringed international air traffic regulations by entering the Nicosia FIR without diplomatic permit or contacting Nicosia ACC.
	1529-1539	Two F-4 and two F-16 Turkish military aircraft infringed international air traffic regulations by entering the Nicosia FIR without diplomatic permit or contacting Nicosia ACC.
	1657-1714	One CN-235 Turkish military aircraft infringed international air traffic regulations by entering the Nicosia FIR without diplomatic permit or contacting Nicosia ACC.
22 September	1046-1255	One CN-235 Turkish military aircraft infringed international air traffic regulations by entering the Nicosia FIR without diplomatic permit or contacting Nicosia ACC.
	1429-1612	One Turkish military aircraft infringed international air traffic regulations and violated the national airspace of the Republic of Cyprus by entering the Nicosia FIR and the national airspace of the Republic of Cyprus without diplomatic permit or contacting Nicosia ACC.

Date	*Time*	*Nature of violation*
26 September	1044-1215	One CN-235 Turkish military aircraft infringed international air traffic regulations by entering the Nicosia FIR without diplomatic permit or contacting Nicosia ACC.
28 September	1036-1206	One CN-235 Turkish military aircraft infringed international air traffic regulations by entering the Nicosia FIR without diplomatic permit or contacting Nicosia ACC.

Annex II to the letter dated 19 October 2016 from the Permanent Representative of Cyprus to the United Nations addressed to the Secretary-General

Naval violations

Date	*Nature of violation*
23 August-2 September	One P-334 Turkish missile vessel violated the territorial waters of the Republic of Cyprus and illegally used the closed port of Famagusta while participating in a naval operation of the occupation forces.
10-21 September	One P-331 Turkish missile vessel violated the territorial waters of the Republic of Cyprus and illegally used the closed port of Famagusta while participating in a naval operation of the occupation forces.
22-23 September	One A-1600 Turkish vehicle carrier vessel violated the territorial waters of the Republic of Cyprus and illegally used the closed port of Famagusta.
24 September	One P-338 Turkish missile vessel violated the territorial waters of the Republic of Cyprus and illegally used the closed port of Famagusta while participating in a naval operation of the occupation forces.
25-27 September	One C-156 passenger vessel violated the territorial waters of the Republic of Cyprus and illegally used the closed port of Famagusta.

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Seventy-first session
Agenda item 139
Human resources management

Human resources management

Report of the Advisory Committee on Administrative and Budgetary Questions

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the following reports of the Secretary-General:

(a) Overview of human resources management reform: towards a global, dynamic, adaptable and engaged workforce for the United Nations (A/71/323);

(b) Mobility (A/71/323/Add.1);

(c) Overview of human resources management reforms: assessment of the system of desirable ranges (A/71/323/Add.2);

(d) Composition of the Secretariat: staff demographics (A/71/360);

(e) Composition of the Secretariat: gratis personnel, retired staff and consultants and individual contractors (A/71/360/Add.1);

(f) Practice of the Secretary-General in disciplinary matters and cases of possible criminal behaviour, 1 July 2015 to 30 June 2016 (A/71/186);

(g) Amendments to the Staff Regulations and Rules (A/71/258);

(h) Activities of the Ethics Office (A/71/334);

(i) Seconded active-duty military and police personnel (A/71/257).

2. During its consideration of the reports, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification, concluding with written responses received on 20 October 2016.

3. Sections II to IV of the present report deal with the report of the Secretary-General entitled "Overview of human resources management reform: towards a

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global, dynamic, adaptable and engaged workforce for the United Nations" and its two addenda, entitled "Mobility" (Add.1) and "Overview of human resources management reforms: assessment of the system of desirable ranges" (Add.2). Sections V to IX deal with the other reports of the Secretary-General related to human resources management, listed in paragraph 1 (d)-(i) above.

4. The Advisory Committee notes that the General Assembly did not conclude its consideration of the reports of the Secretary-General on human resources management issues and the related reports of the Advisory Committee submitted at the sixty-ninth and seventieth sessions, with the exception of a single report on proposed amendments to the Staff Regulations and Rules (A/70/746).[1] Upon enquiry, the Committee was informed that, following the Assembly's decision to defer its consideration of the reports from its sixty-ninth session until the first part of the resumed part of its seventieth session (decision 69/553) and the formal introduction of several new additional reports at its seventieth session on a range of human resources management issues, the Assembly had taken no formal decision on any of those reports at the first part of its seventieth session, on the understanding that updated reports would be forthcoming at its seventy-first session, during what is generally considered a "personnel year". In addition, the Secretary-General states that his updated report on the overview of human resources management reform (A/71/323, including its two addenda, on mobility and desirable ranges) supersedes the report from the sixty-ninth session and related reports on mobility, performance management, the young professionals programme and the assessment of desirable ranges (A/69/190 and Add.1, Add.2 and Corr.1, Add.3 and 4 and A/70/254).

5. The Advisory Committee notes that the most recent reports of the Secretary-General contain a number of proposals already put forward in his reports submitted at the sixty-ninth and seventieth sessions, on which it has already expressed itself in previous reports. In those cases, the Committee reproduces some of its prior recommendations in the present report, with updated detail as required. In other instances, the Secretary-General puts forth new or revised proposals and the Committee considers each proposal on its merits, with the related background information, observations and recommendations reflected in the present report.

6. Upon request, the Committee was provided with a list, set out in annex I to the present report, of the initiatives detailed in the various reports, together with some description of the genesis of the proposals and any adaptations or new aspects that were before the Committee for the first time. The list includes: (a) performance management reforms; (b) proposed changes to the young professionals programme examination; (c) the proposed reduction of the vacancy posting period from 60 to 30 days; (d) career opportunities for General Service staff; (e) proposed amendments to the recruitment restrictions imposed under General Assembly resolution 51/226; (f) efforts to improve workforce planning; and (g) a new strategy for achieving gender equality among the Professional levels by 2030.

[1] The General Assembly, having considered the report of the Secretary-General and the related report of the Advisory Committee, endorsed the Committee's conclusions and recommendations in its resolution 70/256, which was adopted on 1 April 2016.

II. Overview of human resources management reform

Overall comments

7. The report of the Secretary-General on the overview of human resources management reform (A/71/323) is submitted pursuant to General Assembly resolutions 67/255, 68/252, 68/265, 70/244 and 70/286 and provides an update on the implementation of human resources management reforms in the Organization, which have been under way since the sixty-third session of the Assembly. A summary of the progress made in the implementation of those reforms is reflected in table 1 in that report and includes details relating to contractual reform, amendments to United Nations common system salaries and allowances, staff selection and recruitment, and performance management.

8. In his report, the Secretary-General indicates that, while steady progress has been made in implementing the human resources reform agenda proposed 10 years ago, many of the Secretariat's human resources management processes are not yet fully integrated. The recent introduction of Umoja (the enterprise resource management system for the Secretariat) and the refinement of Inspira (the e-staffing tool) have also underscored the need for a more integrated approach (ibid., paras. 3 and 4). Furthermore, the Secretary-General cites a number of organizational initiatives that would, in his view, justify the need for an updated approach. These include: the need for more field-focused human resources policies in line with recommendations made by the High-level Independent Panel on Peace Operations in its report (see A/70/95-S/2015/446); the proposals for a new global service delivery model for the Secretariat (see A/71/417) and the adoption of the 2030 Agenda for Sustainable Development, including Sustainable Development Goal 5, on gender equality (see A/71/323, para. 155).

9. Overall, the Secretary-General concludes that the Organization has yet to achieve a fully inclusive, adaptable and engaged workforce, able to deliver on the mandate of the Organization, that reflects full gender balance and geographical representation (ibid., para. 3). He intends to present to the General Assembly at its seventy-third session an updated human resources management framework for the Organization. On the basis of the needs of various stakeholders, including Member States, programme managers and individual staff, and building upon past reforms, the Secretary-General outlines three thematic areas upon which such a framework will be built: (a) managing talent; (b) delivering human resources services; and (c) supporting the shaping of the organizational culture (ibid., paras. 6 and 157).

10. The Advisory Committee is of the view that the latest report of the Secretary-General on the overview of human resources management reform consolidates information on a number of different initiatives and presents a clearer assessment of the human resources management challenges facing the Organization as well as a strategic and integrated approach to addressing them.

11. The Advisory Committee supports the intention of the Secretary-General to submit a detailed proposal on the evolving human resources framework at the seventy-third session of the General Assembly.

12. The Advisory Committee is of the view that the framework should reflect a comprehensive impact assessment of all the human resources reform initiatives undertaken over the past decade and should address issues which have consistently proved challenging over time, many of which have been repeatedly discussed by the Committee (including in the present report), such as deficiencies in staff selection processes, rejuvenation through external recruitment, performance management and impediments to achieving gender and geographic balance targets (see also paras. 27-54 below). The Committee also stresses that the framework should also take account of best practices in the area of human resources management.

Pilot projects

13. The report of the Secretary-General makes frequent reference to various pilot projects that have been introduced to test the application of a particular human resources policy or approach before the launching of a full-fledged Organization-wide initiative. These include: the introduction of an Internet-based preselection test for specific job openings within the Management and Administration Network (MAGNET) (ibid., para. 39) and new approaches to flexible working arrangements (ibid., para. 115). Upon request, the Advisory Committee was provided with a list of six pilot projects referred to in the report, along with the related cost implications, the legislative basis (if applicable) and a short assessment of the results of each project (see annex II to the present report).

14. As a result of its review of the list provided, the Advisory Committee was not convinced as to its completeness, since at least two pilot projects on different aspects of human resources management were not included: the piloted delegation of authority to the Department of Field Support on disciplinary matters (see A/71/186, para. 11) and the pilot assessment centre in Bonn, initiated by the Department of Field Support and aimed at building a pool of qualified candidates to strengthen succession management for senior mission support positions (see A/70/837, paras. 73-76). The Committee also notes that among the projects listed, it is indicated that a pilot project for the creation of a learning management system in Inspira, initiated in 2010-2012 and costing approximately $952,000, while initially deemed successful, is to be gradually phased out starting in 2017.

15. In that connection, the Advisory Committee is not aware of any criteria, guidance or basic governance structure that has been put in place to ensure that pilot projects are well conceived and fully justified in terms of costs and benefits and that their impact is assessed in a full and transparent manner. **In view of the growing importance of the pilot project modality and the frequency with which it is now used to test different policy approaches, the Advisory Committee recommends that the General Assembly request the Secretary-General to issue clear guidelines concerning the formulation, approval, execution and assessment of pilot projects in the area of human resources and to report thereon in his next overview report, to be submitted to the Assembly at its seventy-third session.**

Human resources management reform

16. Section III of the report of the Secretary-General divides the existing human resources reform agenda into four areas: (a) contractual framework initiatives;

(b) talent management framework and initiatives; (c) field needs and perspective; and (d) staff health and well-being. The Advisory Committee provides observations and recommendations under the same four categories below.

A. Contractual framework initiatives

17. The Secretary-General recalls in his report that the first steps in the human resources reform agenda were aimed at harmonizing disparate contractual arrangements and improving conditions of service. Both are described as having been major barriers to the movement of staff members within the Secretariat and between Headquarters and field locations (see A/71/323, para. 2).

18. The Secretary-General indicates that, following the adoption of General Assembly resolution 63/250, revised contractual arrangements comprising three types of appointments (temporary, fixed-term and continuing) were established under one set of staff rules, effective 1 July 2009. Background details and information on the progress made on contractual reform are contained in paragraphs 11-18 of the report. The observations and recommendations of the Advisory Committee with respect to the ongoing review of continuing appointments are contained in paragraphs 20 and 21 below.

19. Furthermore, the report indicates that the harmonization of conditions of service in the field took place in 2011 following the adoption of General Assembly resolution 65/248, incorporating: the harmonization of the designation of mission duty stations with that of the United Nations agencies, funds and programmes on the basis of security considerations; the introduction of an additional non-family hardship allowance for staff members serving at non-family duty stations; and the harmonization of the rest and recreation designations and cycles for field missions (ibid., paras. 21-23). More recently, following the adoption of resolution 70/244, changes to the United Nations common system of salaries and allowances, as proposed by the International Civil Service Commission, are also being progressively implemented (ibid., paras. 24-27).

20. With respect to the review of continuing appointments, the report of the Secretary-General provides updated information regarding the 2012 review for conversion to continuing appointments, which was concluded on 30 September 2014, as a result of which such appointments were granted to 2,339 staff members in the Professional and higher categories and the Field Service category and 560 staff members in the General Service and related categories (ibid., table 2). The second annual review, for 2013, is currently under way and is expected to be completed by 30 November 2016. In accordance with resolution 65/247, under which "post envelopes" were established (see para. 21 below), the maximum number of continuing appointments that can be granted is 1,660 for the Professional and higher categories and the Field Service category and 244 for the General Service and related categories.

21. The Advisory Committee recalls from its previous review of this matter that the post envelope is calculated according to the application of criteria defined by the General Assembly in its resolution 65/247, in which the Assembly decided that the continuing needs of the Organization should be determined on the basis of

established and temporary posts of a duration of more than five years as well as general temporary assistance in special political missions (see A/69/190, para. 17, and A/69/572, para. 12). The Assembly decided to set the initial level of the post envelopes at 75 per cent of such posts (see resolution 65/247, paras. 50-52). In his previous report on the overview of human resources management reform (A/69/190), the Secretary-General cited a difficulty in applying the eligibility criteria for conversion to continuing appointments, namely, the fact that some staff were found to be ineligible because they had not had four performance appraisal reports as required in paragraph 53 (d) of resolution 65/247. The Secretary-General explained that this was because, prior to the contractual reforms, staff with shorter appointments had often had special performance reports covering periods of less than one year. In addition, the frequent movement of staff or supervisors during the reporting cycle had resulted in performance reports being given for periods of less than one year. At that time, the Secretary-General proposed a transitional measure that would allow staff who had achieved satisfactory ratings in all performance reports, including those of short duration, covering the four preceding years to be considered eligible. Also at that time, the Committee expressed the view that a prudent approach should be taken with regard to proposing alterations of any criteria for eligibility to conversion to continuing appointment in view of the need to maintain consistency and fairness from one year to the next (see A/69/572, para. 14). The Committee notes that the most recent report of the Secretary-General contains no details about this proposal or any other relating to a proposed change in eligibility criteria for conversion to continuing appointment. **The Advisory Committee points out that the eligibility criteria for conversion to continuing appointment need to ensure fairness and consistency.**

22. In his latest report on the composition of the Secretariat, the Secretary-General states that the ratio of staff holding permanent/continuing appointments to total staff has increased from 17 per cent in 2012 to 22 per cent in 2016 (see A/71/360, table 2), owing mainly to the one-time permanent conversion exercise and the first continuing appointment exercise. Upon enquiry, the Advisory Committee was informed that, if an additional 1,600 continuing appointments were to be granted under the review exercise currently in progress, the ratio of staff holding permanent or continuing appointments would increase to 26 per cent. The Committee was also informed that the number of continuing appointments available for award would decrease continuously from one exercise to the next until the ceiling established by the General Assembly had been reached. **The Advisory Committee stresses the need for close monitoring of the overall ratio of permanent/continuing appointments to total staff so as to achieve the appropriate balance in the overall global workforce of the Secretariat (see also A/69/572, para. 14).**

B. Talent management framework and initiatives

23. The talent management framework first put forward 10 years ago in the report of the Secretary-General entitled "Investing in people" (A/61/255) was focused on the integration of four areas: workforce planning; staff selection and recruitment; performance management; and learning and career development.

1. Workforce planning

24. On a number of occasions, the Advisory Committee has pointed to the need for systematic workforce planning (see A/63/526 and Corr.1, para. 9; A/65/537, para. 9; and A/67/545, paras. 12 and 13). In paragraph 16 of resolution 68/252, the General Assembly urged the Secretary-General to develop a workforce planning system as a matter of priority and to present it to the Assembly for consideration at its sixty-ninth session. In his previous report on the overview of human resources management reform, the Secretary-General provided some detail in this regard, particularly concerning the implementation of a pilot project in the Medical Services Division (see A/69/190, para. 30) and in identifying some of the challenges in improving workforce planning (ibid., para. 33). At that time, in its related report, the Advisory Committee expressed regret that more detail was not provided in the Secretary-General's report, indicated that it was not convinced by the reasons given for the lack of significant progress, and expressed its view that valuable time had been lost in developing a robust workforce planning system (see A/69/572, para. 19).

25. In his latest report, the Secretary-General describes several initiatives that have since been taken in this regard, including the establishment of a five-step workforce planning methodology (see A/71/323, figure I), the development of a Workforce Planning User Guide, the launching of a field certification programme and the implementation of pilot projects in several field operations and in connection with 14 civilian staffing reviews conducted at missions (ibid., para. 34). Annex I to the report also provides a summary of the progress made in developing a comprehensive workforce planning system, both in terms of efforts specific to various job networks and in terms of entity-based approaches.

26. The Advisory Committee notes in particular the results of an analysis conducted on the retiree replacement rate, which showed that only 25 per cent of the retired staff in a recent sample had been replaced without a gap in service. Consequently, a policy change has now been introduced requiring the advertisement of vacancies at least 12 months in advance of staff reaching the mandatory age of separation. In addition, the Secretary-General indicates that a five-year retirement forecast has been prepared for the Political, Peace and Humanitarian Network (POLNET) identifying 274 positions for inclusion in the vacancy track compendiums over the next five years. The Committee was informed upon enquiry that those vacancies would be open to external candidates. **Since its review of the previous report of the Secretary-General on the overview of human resources management reform, the Advisory Committee has acknowledged progress on several fronts in developing a comprehensive workforce planning system. In this regard, the Committee underscores the importance of identifying linkages and consistency between other reform proposals and the various efforts to improve workforce planning. For example, the proposal to extend the prescribed limits for engagement of staff beyond retirement (see paras. 50-53 below) would not appear to be consistent with efforts to reduce the gaps in service between a staff member reaching the mandatory age of separation and the prompt engagement of a replacement.**

2. Staff selection and recruitment

27. The Secretary-General provides information on the Secretariat's staff selection and recruitment in paragraphs 36-76 of his most recent report, including details on recruitment timelines and assessments, the young professionals programme, career opportunities for staff members in the General Service and related categories, outreach, efforts to achieve gender equality and the use of retired staff members.

Recruitment timelines and assessments

28. The Secretary-General indicates that, under the current staff selection system (see ST/AI/2010/3), for posts advertised for 60 days in Inspira in 2015, the recruitment process in non-field duty stations took an average of 239 days, from the initiation of a job opening to the selection of a candidate. The length of the recruitment process is attributed primarily to the fact that 115 days on average were required to screen, assess and recommend candidates by hiring managers. The Secretary-General states that for each non-field job opening advertised, hiring managers are required to review between 200 and 400 applications for positions at the P-3 level and up to 800 for positions at the P-4 level (see A/71/323, para. 37). Upon request, the Committee was provided with a breakdown of the average number of applicants per job opening by level over the past six years, indicating that in 2016, an average of 218 applicants had applied for each job opening (see annex III to the present report). For field operations, recruitment had taken on average 69 days for "recruit from roster" job openings and 189 days for "position-specific" job openings, with approximately 45 per cent of the timelines dedicated to the screening and assessment of candidates by hiring managers (ibid., para. 38). Table 4 in the report contains a breakdown of the staffing timelines for both roster and non-roster selections for job openings at the P-3 to D-2 levels.

29. In that connection, the Advisory Committee notes that the breakdown of staffing timelines, as indicated by the Secretary-General, do not include the time taken for the classification of a particular post, which is required for new posts, posts not previously classified and posts whose duties and responsibilities have changed substantially. It is not clear to the Committee to what extent the classification process is considered to be part of the above-mentioned recruitment timelines. **In view of the lack of clarity concerning the relationship between the post classification and recruitment processes, the Advisory Committee intends to keep this matter under review in the context of its review of the next report of the Secretary-General on the overview of human resources management reform.**

30. With the goal of reducing the time taken by hiring managers to recommend candidates, the Secretary-General implemented a centrally administered assessment pilot project with respect to job openings within MAGNET under the existing staff selection system, in which all eligible candidates were invited to take a preselection test. As a result of that approach, the number of applicants to be reviewed by hiring managers was reduced by 50 per cent and it was expected that the length of the recruitment timeline could be reduced by an estimated 30 days (ibid., para. 39). In his report, the Secretary-General indicates that he plans to expand the use of preselection tests to other job networks.

31. This approach is currently being applied to job openings within the new staff selection and managed mobility system and will become standard practice as more job networks are rolled out under the new system (ibid., para. 41; see also sect. III below for the related observations and recommendations of the Advisory Committee on the managed mobility system). In the addendum on mobility, the Secretary-General indicates that candidates in the first round of POLNET vacancies were, as a part of this process, required to take a general abilities test (see A/71/323/Add.1, para. 21). The Advisory Committee was informed upon enquiry that the general abilities test consisted of three components: textual reasoning, analytical reasoning and situational reasoning. The Committee notes that substantive knowledge tests and/or interviews would be conducted only in the following phase of the selection process.

32. The Committee has previously expressed its reservations concerning the use of general cognitive testing techniques for the vetting of candidates, indicating that further research and analysis would be needed to ensure that these new techniques broadly reflected the practices used across the membership of the Organization and would be adapted to the international character of the United Nations (see A/69/572, paras. 113 and 114). Further comments on the application of testing techniques are made in paragraphs 38 and 39 below in the context of the young professionals programme.

33. **The Advisory Committee reiterates its reservations concerning the introduction of general cognitive testing techniques and expects that a comprehensive assessment of the pilot exercises in MAGNET and POLNET will be undertaken before this testing approach is further expanded.**

34. In order to further reduce the amount of time needed to recruit staff, the Secretary-General also proposes in his latest report that the General Assembly reduce the standing posting period for position-specific job openings in the Professional and higher categories from 60 to 30 days (see A/71/323, para. 43). The Advisory Committee notes that reductions in the posting period have been proposed to the Assembly at various times over the past decade. Reservations have previously been expressed that such reductions could pose a disadvantage to potential candidates from some Member States having limited access to the United Nations website owing to technology gaps. The Secretary-General states that field missions currently advertise position-specific job openings for 30 days only, which has not been an impediment to attracting suitable candidates. Furthermore, data collected since the launch of Inspira in 2010 demonstrate that, regardless of the length of the posting period, the majority of candidates apply either at the beginning or at the end of the posting period (ibid.). Upon enquiry, the Committee was provided with a data analysis indicating that this application pattern was consistent for applicants from both developed and developing countries. The analysis also indicated that, owing to the advancement of technology and the availability of the online Inspira recruitment tool and the United Nations careers portal, the proposed reduction of the job opening period would not place potential candidates from certain countries at a disadvantage.

35. In that connection, the Advisory Committee notes that in his report on mobility, the Secretary-General proposed a similar reduction in advertising time, in the context of the new mobility framework, for posts that were part of the

semi-annual staffing exercise (see A/70/254, para. 37). On the basis of the arguments set out in that report (which are also reflected in para. 34 above), the Committee recommended the approval of that proposal (see A/70/765, para. 23). However, given that the General Assembly's consideration of these reports had not been concluded, no decision on the proposal was taken.

36. **The Advisory Committee recommends the approval of the Secretary-General's proposal to reduce from 60 to 30 days the standard posting period for position-specific job openings for the Professional and higher categories. It also recommends that the implementation of this measure be kept under review, with its impact fully reported in the next report of the Secretary-General on the overview of human resources management reform, to be submitted to the General Assembly at its seventy-third session.**

Young professionals programme

37. Approved by the General Assembly in resolution 65/247, the young professionals programme is designed to facilitate the influx of young, diverse talent at the junior professional level. In his latest report, the Secretary-General indicates that the young professionals programme examination, as envisioned under phase one of the programme's implementation plan, has been fully developed and established. Following a comprehensive review of the method and format of the programme examination requested by the General Assembly in resolution 67/255, the Secretary-General is proposing enhancements to the programme examination aimed at ensuring that the examination is conducted in the most efficient, effective and equitable manner possible, which would, in his view, yield further progress in achieving geographical and gender balance, as well as in rejuvenating the staff of the Secretariat (see A/71/323, paras. 47 and 48).

38. Progress made since the launch of the programme in 2011, in particular in the areas of the application, screening and examination process, career support and outreach, is described in paragraphs 49 and 50 of the report. Enhancements planned for the 2017 programme are aimed at increasing the accessibility of the examination, reducing the duration of the examination cycle and increasing the likelihood that successful candidates will be placed against vacant P-1/P-2 positions. Specifically, the Secretary-General plans to: (a) design the examination by job network rather than by specific job family, beginning with POLNET; (b) offer the written part of the examination through an online testing platform accessible from any location; (c) introduce a general test of cognitive and social abilities as the general paper and a test on substantive knowledge of subjects relevant to the specific job network as the specialized paper; (d) extend from two to three years the period of time during which successful candidates may remain on the roster; (e) phase out the legacy competitive examination rosters by December 2018; and (f) introduce an on-demand examination for smaller job families (ibid., para. 52).

39. Concerning the proposed introduction of a general test of cognitive and social abilities, the Advisory Committee expressed its reservations in its comments on the previous report of the Secretary-General when that modification was first proposed (see A/69/572, paras. 108-114). Specifically, the Committee noted that the proposal would result in the elimination of the generalized requirement for all candidates to demonstrate knowledge of international affairs and expressed its concern that an

important purpose behind the requirement for a general paper was for all candidates, irrespective of their specialty, to demonstrate a good understanding of international affairs in addition to their specialist knowledge. **The Advisory Committee continues to have reservations concerning the proposal to replace the existing general paper aimed at demonstrating knowledge of international affairs with a general test of cognitive and social abilities.**

40. In terms of the legacy rosters, the Secretary-General indicates that 74 candidates remained on the rosters of the national competitive recruitment examinations as at 1 August 2016. The Advisory Committee recalls that the rosters contained 84 such unplaced candidates two years ago, when the Committee last considered this proposal (ibid., para. 106). The Committee was informed upon enquiry that, of the 74 candidates now remaining, 42 had already been on the rosters seven years or longer, with the remainder being successful candidates from the 2009 and 2010 examinations, whose amount of time on the rosters would reach seven years by 31 December 2018. **The very slow rate of placement would appear to indicate that many of the candidates would no longer be suitable and/or available for positions at the junior professional level. The Advisory Committee therefore concurs with the Secretary-General's proposal and recommends that the General Assembly approve the proposal to phase out the legacy rosters by December 2018.**

41. In that connection, the Advisory Committee recalls its comments in successive budget proposals and in its previous comprehensive report on human resources management, regarding the reduction in the number of entry-level Professional posts and the detrimental effect on the ability of the Organization to attract and develop young talent in its rejuvenation efforts (ibid., para. 105; A/68/7, paras. 86 and 87; and A/66/7, para. 86). **In this regard, the Advisory Committee continues to recommend that positions funded from general temporary assistance for more than a year be added to the pool and that consideration be given to including those P-2 positions funded from programme support cost income (see A/69/572, para. 105). The Committee also supports the Secretary-General's current proposal to extend to three years the period of time during which successful candidates may remain on the roster for the young professionals programme.**

Career opportunities for staff members in the General Service and related categories

42. The Secretary-General's report contains a new set of proposals aimed at eliminating the eligibility requirements for recruitment from the General Service and related categories to the Professional category, which is currently through success in the young professionals programme examination (see A/71/323, paras. 56 and 57). In this connection, the Secretary-General also requests the General Assembly to endorse the removal of the G-to-P element from the examination so that the positions earmarked for the programme will be filled exclusively by candidates from unrepresented or underrepresented Member States (ibid., para. 58).

43. Prior to the introduction of the young professionals programme examination in 2011, eligibility was attained through the G-to-P examination method, in place since 1978. The Secretary-General states that these examinations have provided staff members in the General Service and related categories with only a limited

opportunity for career progression and growth owing to the caps imposed on the total number of posts available for such appointments (ibid., para. 53). In addition, he states that the existing provisions on eligibility for and recruitment of staff members in the General Service and related categories to the Professional category are at variance with the long-standing principle of equal treatment underpinning the United Nations staff selection system. The Secretary-General also cites the results of a Staff-Management Committee working group survey, which demonstrated that 74 per cent of staff serving in the General Service and related categories currently meet the educational requirements for entry into the Professional category (ibid., para. 55).

44. **The Advisory Committee is of the view that the Secretary-General has not undertaken sufficient analysis of the potential impact on human resources objectives resulting from the proposed elimination of the examination requirement for staff in the General Service and related categories to be eligible to move to the Professional category. The Committee therefore recommends that the General Assembly request the Secretary-General to further analyse the impact of the proposed elimination of the examination requirement and to report thereon in his next overview report. The Committee therefore recommends against approval of the Secretary-General's proposals.**

Outreach efforts towards unrepresented and underrepresented Member States

45. Paragraphs 59-65 of the Secretary-General's report provide details concerning the outreach efforts towards unrepresented and underrepresented Member States. Going forward, the Secretary-General indicates that to ensure stronger results and impact, a more targeted approach is envisaged, with outreach efforts strategically aligned with organizational priorities and entity mandates. The new approach entails: (a) better targeting so as to align outreach plans with specific talent gaps; (b) identifying sources of talent; (c) increasing the multiplier effect through cooperation with Member States, universities, professional organizations and non-governmental organizations; and (d) measuring impact (beyond numbers of applicants). Upon request, the Advisory Committee was informed that the dedicated Outreach Unit within the Office of Human Resources Management was currently composed of two Professional staff and one General Service staff.

46. **The Advisory Committee recalls its concern that previous efforts made to reach out to potential candidates from unrepresented and underrepresented countries, including developing countries, had not been successful. The Committee reiterates its recommendation that the General Assembly request the Secretary-General to develop a comprehensive strategy to improve geographical representation, based on an in-depth analysis of the real causes of the current imbalances (see A/69/572, para. 38).**

47. **In this connection, the Advisory Committee fully supports increased efforts aimed at improving outreach, including those set out in the latest report of the Secretary-General, in particular by targeting viable candidates in unrepresented and underrepresented countries. The Committee looks forward to reviewing details of these renewed efforts to undertake a more targeted approach towards outreach in the next overview report.**

Efforts to achieve gender balance[2]

48. The Secretary-General's efforts to achieve gender balance in the Secretariat are reflected in paragraphs 66-70 of his report. He acknowledges that overall, gender balance has advanced only incrementally, by less than 0.5 percentage points per year since 2005. Women now constitute 41.3 per cent of staff in the Professional and higher categories; however, significant gaps still remain at the senior leadership level, with only 27 per cent of posts at the D-2 level and 32 per cent of posts at the D-1 level occupied by women as at 30 June 2015 (see A/71/323, para. 67).

49. While there have been various efforts to address the gaps in gender balance, the Secretary-General acknowledges that these have been fragmented and that the pace of progress has been slow. He indicates his intention, therefore, to put forward a Secretariat-wide strategy for achieving the broader concept of gender equality at all Professional levels by 2030 (ibid., paras. 69 and 70). The Secretary-General also states that with the adoption by the General Assembly of the Sustainable Development Goals, including Goal 5, on achieving gender equality and empowering all women and girls, the Secretariat must now assume a leadership role in building a workforce that reflects institutionally the type of gender equality that it seeks to witness worldwide. **The Advisory Committee supports the efforts of the Secretary-General to develop a comprehensive strategy to achieve gender balance as well as gender equality at all Professional levels within the Secretariat by 2030 and looks forward to reviewing details concerning its implementation and impact in the next overview report of the Secretary-General.**

Employment of retired staff members

50. In his report, the Secretary-General puts forth a proposal to increase the prescribed limit for permissible earnings for retired former United Nations staff members in receipt of pension benefits. The current limit of $22,000, for retired former staff members other than former language services staff, was set by the General Assembly in its decision 51/408 of 4 November 1996. The Secretary-General indicates that the current limit has not been adjusted in over 20 years and has not kept pace with inflation. At P-4, step VI, the amount of $22,000 now represents the equivalent of 2.6 months of gross salary, less than half the maximum of six months originally approved by the Assembly. The Secretary-General proposes that the Assembly approve the setting of the earnings limits for retired staff members in receipt of pension benefits at the monetary equivalent of up to 125 working days per calendar year at the level at which the individual had separated from service (ibid., paras. 71-76).

51. In the report, the Secretary-General stresses the importance of contracting such individuals to meet temporary needs, in particular for field operations at the time of start-up, surges and emergency humanitarian crises, as well as for particular specialized projects, for bridging short-term gaps and for covering vital functions under unforeseen circumstances. The Secretary-General also indicates that hiring

[2] The Secretary-General uses the term "gender equality" in his latest report, while previous reports and related resolutions have used the terms "gender representation", "gender balance" or "gender parity".

retired staff members for temporary needs and for a limited period will have no impact on the career progression of regular staff members or on the recruitment process, as all available positions will have to be filled through the established recruitment process (ibid., para. 75).

52. The Advisory Committee recalls that this same proposal was put forward in the context of the Secretary-General's overview report on the financing of peacekeeping operations (see A/70/749, para. 58). At that time, in its related comments, which the General Assembly endorsed, the Committee indicated that more extensive justification for the proposal was needed, including the provision of potential cost implications of the proposal (see A/70/742, para. 107). The Committee notes that no such cost implications have been provided in the latest report. Furthermore, in his most recent report on the composition of the Secretariat, the Secretary-General states that across the Secretariat, for the biennium 2014-2015, retirees worked a total of 185,447 days, resulting in expenditures of $65.8 million (see A/71/360/Add.1, annex II, table 1.A). The Committee also recalls its comprehensive report of 2014 on human resources management, in which examples were noted in which retirees were recruited to senior Secretariat staff positions at non-field duty stations for close to a year. The justification provided at that time was that the recruitment processes for the related positions had not been finalized (see A/69/572, para. 151).

53. In connection with this matter, the Committee also recalls that the General Assembly, in its resolution 69/251, decided to raise the mandatory age of separation for United Nations staff members from 62 to 65 years of age for staff appointed on or after 1 January 2014.

54. **The Advisory Committee is of the view that a proposal to increase the permissible earnings of retired former United Nations staff members will likely lead to an increased frequency of engaging retirees, a practice that runs contrary to efforts to exercise better workforce planning, as well as to rejuvenating the Secretariat. Given the recent past instances of using retirees in senior decision-making positions for protracted periods of time, the Committee does not favour proposals that would effectively encourage such practices. The Committee recommends against the Secretary-General's proposal in this regard.**

3. Performance management

55. A third aspect of the Secretary-General's talent management framework relates to the Organization's system of performance management, including through the development of a reform proposal requested by the General Assembly in its resolution 68/252. In paragraph 7 of that resolution, the Assembly emphasized that the overarching objective of that proposal should be to credibly and effectively measure performance, reward good performance and sanction underperformance and that it should be easily understood by staff and management. In addition, in paragraph 19 of its resolution 68/265, the Assembly, in the context of the mobility framework, emphasized the importance of a thorough reform of performance management, to be implemented at the same time as the framework.

56. According to his latest report, since 2012 the Secretary-General has conducted extensive research on the performance management systems of United Nations programmes and funds, the specialized agencies, other international organizations, Member States and the private sector. In addition, consultations have been held with Member States, staff, managers and the senior leadership of the Organization. According to the Secretary-General, the research and consultations showed that the Secretariat's system was generally consistent with best practice, insofar as it: (a) has a planning stage; (b) monitors progress throughout the year; and (c) includes an end-of-year assessment (see A/71/323, para. 79). In his view, improving performance management in the Secretariat does not require a new system, but rather a change in the related culture and behaviours in the Organization, including how staff members are supervised and managed on a daily basis (ibid., para. 80).

57. In 2014, compliance with the performance management process was included as a target in the senior manager's compact, thereby ensuring that such managers would be held accountable for the completion of performance documents in their department or office. As a consequence, at the end of the 2014-2015 cycle, 9 out of 65 entities had achieved 100 per cent compliance, whereas in prior years, no entity had attained this compliance level (ibid., para. 81). Data show, however, that each step in the process is not necessarily being completed within the appropriate time frame set for that step. There is also a perception that senior management does not actively prioritize performance management throughout the year. In addition, there are concerns that evaluations are not sufficiently linked to the delivery of results and that ratings are not applied consistently or objectively. Many managers are concerned about the possibility of complaints, rebuttal panels and the internal justice system, which may induce them to avoid addressing underperformance. It is indicated that data on the number of poor ratings, given to less than 1 per cent of staff (ibid., figure III), and on the number of rebuttals (24 in 2014-2015) appear to reflect more an avoidance of addressing underperformance than actual underperformance (ibid., para. 83). The Advisory Committee was provided with ratings distribution data upon request, which show no change in the overall ratings distribution between 2003 and 2014.

58. In his report, the Secretary-General proposes to focus, in a first phase, on: (a) improving managers' ability to manage performance, including by providing better training and tools, streamlining of the ePerformance module in Inspira and improving the rebuttal process; (b) providing increased human resources expertise and support; and (c) increasing the objectivity, transparency and consistency of the performance management system, including simplification of the final evaluation form and the publication of a Secretariat-wide end-of-cycle report highlighting patterns and trends that will be published annually on iSeek. The Secretary-General aims to have these initiatives fully implemented by the end of 2018.

59. The Advisory Committee recommends approval of the proposed amendments to the performance management system set out in the report of the Secretary-General. The Committee stresses, however, that the impact of the measures should be monitored closely with a view to ensuring that credible, fair and comparable performance information is generated.

60. In addition, the Advisory Committee is of the view that the current ratings distribution is not an accurate reflection of performance in the Organization

and therefore recommends that the General Assembly request the Secretary-General to assess the impact of the system enhancements and to report thereon in his next overview report.

4. Learning and career development

61. Details relating to learning and career management are contained in paragraphs 96-113 of the report of the Secretary-General. It is indicated that the Secretariat developed a new Learning and Career Support Strategy, which was approved by the Secretary-General's Management Committee in June 2014, in order to make more effective use of resources and make programmes and tools more accessible to staff (ibid., paras. 98 and 99). In addition, an online learning advisory service has been created, and core learning programmes are administered through the enterprise learning management system module in Inspira. The new strategy identifies three priority areas, namely, management and leadership; core learning required by all staff; and learning associated with organizational change (such as on the new staff selection and managed mobility system and on Umoja). **The Advisory Committee looks forward to receiving further details on the implementation of the new learning and career support strategy in future overview reports.**

C. Field needs and perspective

62. In his most recent overview report, the Secretary-General indicates that he has consulted with field-based Secretariat entities to ensure that field needs and perspective are adequately reflected in human resources policies following related observations made in the report of the High-level Independent Panel on Peace Operations (see A/70/95-S/2015/446, para. 323). The Secretary-General puts forth some proposals that would, in his view, enable greater responsiveness to field needs. Specifically, these include: (a) expanding the maximum duration of temporary duty assignments to six months to meet requirements linked to mission start-up or expansion due to crisis situations; and (b) relaxing the restriction mandated by the General Assembly on regularizing staff members who have been issued with a temporary appointment.

63. The Advisory Committee recalls that the proposal to extend the maximum duration of temporary duty assignments, during which staff are temporarily dispatched on travel status to another office or mission to meet urgent requirements or to bridge critical gaps in staffing, was first proposed in the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations (A/70/749). At that time, it was indicated that the three-month limitation stipulated by the General Assembly in its resolution 63/250 was often insufficient for temporary duty assignments to meet exigent requirements. Acting on the advice of the Committee, the Assembly, in its resolution 70/286 on cross-cutting issues, requested the Secretary-General to provide a detailed analysis of the justification for and the financial implications of the proposal.

64. In his report, the Secretary-General states that the temporary duty assignment is the only modality that allows for an extremely rapid deployment. Extending the use of temporary duty assignments to six months will, according to the Secretary-General, provide additional flexibility in utilizing critical in-house expertise during

the essential early period of a mission or crisis situation, pending approval of resource requirements, while allowing for the regular filling of positions through the established process. He adds that a longer time frame would ensure continuity of institutional knowledge and would ensure consistency in maintaining contacts with relevant partners and stakeholders. In addition, in the view of the Secretary-General, the existing three-month limitation is administratively cumbersome owing to frequent turnover and, in cases where there are sequential assignments by different staff filling the same function, expensive in terms of travel costs (see A/71/323, paras. 121 and 122).

65. The report also indicates that on the basis of an analysis of the use of temporary duty assignments in different peacekeeping missions during the period from July 2014 through June 2015, 72 per cent of staff deployed on such assignments were deployed in the various functional areas of mission support, 15 per cent in substantive areas and 14 per cent in security. The analysis also showed that 47 per cent of staff deployed on such assignments were in the Field Service category, 35 per cent were national staff and 18 per cent were in the Professional category (ibid., para. 124).

66. In terms of the financial implications, the report provides the example of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic over the course of the 2014/15 financial period, when the Mission was in a surge situation. The Mission spent $1,193,284 on travel costs and daily subsistence allowance for staff on temporary duty assignments, while the releasing missions spent $1,440,083 on gross salaries for the same period. The African Union-United Nations Hybrid Operation in Darfur, a second case in point, spent about $1 million on staff costs for its staff deployed to other United Nations operations on temporary duty assignments. It is indicated that those costs were partially offset by the costs that would have been incurred if the receiving missions had needed to recruit to perform functions during the period in question (ibid., para. 125).

67. Upon enquiry, the Advisory Committee was informed that the daily subsistence allowance costs for the period from 1 July 2015 to 31 March 2016, when 67 staff members were reportedly sent on such assignments to field missions, amounted to $1,211,736 for the receiving missions (excluding ticket costs); hypothetically, if all such assignments were extended to six months, the total costs would have amounted to $2,093,556. However, the Committee was also informed that not all situations would require deployment of the staff member for the maximum six-month period, and the practice of flying staff members back and forth twice, for two periods of three months each, would be eliminated. It was not possible, according to the Secretariat, to predict with certainty the additional costs, since the actual demand for temporary duty assignments is unpredictable owing to the urgent and imminent needs during mission start-up, surge and emergency. The Committee's observations and recommendations on the broader issue of temporary duty assignments and the existing financial arrangements are contained in a prior report on cross-cutting issues relating to peacekeeping operations (see A/68/782, paras. 71 and 72).

68. **While acknowledging that temporary staffing needs in cases of mission start-up or expansion are difficult to predict, the Advisory Committee is of the view that projected cost implications of the proposed extended duration of**

temporary duty assignments could have been made on the basis of certain scenarios and/or past deployment patterns. The Committee is not convinced that a thorough analysis of the potential costs and benefits of the proposal to extend the duration of temporary duty assignments has been undertaken. Consequently, the Committee recommends that the General Assembly request the Secretary-General to undertake a more extensive analysis of potential costs and benefits and, if the analysis substantiates the proposal, resubmit it for the Assembly's consideration.

69. On the second proposal, aimed at responding to the needs of the field, the Advisory Committee recalls that the General Assembly, in paragraph 26 of section III.B of its resolution 51/226, placed limitations on individuals on short-term appointments[3] to fill regular budget posts or extrabudgetary posts of one year or more. Such individuals currently cannot apply for or be appointed to their current post within six months of the end of their current service. Upon enquiry, the Committee was informed that the restriction is only applicable to external candidates because it specifically applies to persons who hold or have held a temporary appointment who have not been brought into the United Nations through the regular staff selection process (that is, through a competitive process and review by a central review body).

70. The Secretary-General indicates that the Organization has experienced difficulties in attracting the most qualified talent, particularly in duty stations that are the least desirable in terms of hardship conditions. To enable the Organization to respond better to peace, security and humanitarian crises, the Secretary-General requests the General Assembly to lift the restriction, provided that the position is located at a field operation or special political mission that is not at an H category duty station. In addition, the Secretary-General requests exemption from the same restriction for individuals holding a temporary appointment in the Political, Peace and Humanitarian Network, exclusively dedicated to providing substantive backstopping to field-based special political missions and peacekeeping missions (see A/71/323, paras. 127 and 128).

71. The Secretary-General indicates that the modification of the limitation would allow temporary appointment holders to participate in regular staff selection processes and to demonstrate their qualifications on an equal footing with all other applicants. **The Advisory Committee sees merit in establishing a "level playing field" for internal and external applicants for vacancies. However, the Committee also believes that additional steps may be necessary to ensure that applicants for vacant posts receive equal treatment, whether they be internal or external (see also General Assembly resolution 68/265, para. 10), and if some inequity may exist on the basis of the physical location of the applicant. In addition, in the interests of treating all applicants and job networks equally, the Committee considers that the Secretary-General should examine the possibility of broadening his proposal to lift the existing restrictions beyond those individuals holding temporary appointments in the Political, Peace and Humanitarian Network so as to cover all job networks.**

[3] Under the revised contractual arrangements, this covers individuals holding a temporary appointment pursuant to staff rule 4.12.

72. **In the light of the above and before recommending endorsement of this proposal, the Advisory Committee would need to consider the wider implications of lifting these restrictions. The Committee recommends, therefore, that the General Assembly request the Secretary-General to undertake additional analysis on the impact of possible action to lift the restrictions imposed in its resolution 51/226 and to report thereon in his next overview report.**

D. Staff health and well-being

73. Issues relating to the health and well-being of United Nations staff are discussed in paragraphs 129-153 of the most recent overview report. The report sets out four areas of focus: (a) identification of priorities for intervention; (b) a system-wide occupational safety and health programme; (c) managing sick leave; and (d) health-care safety and quality.

74. Within each of these areas of focus, a number of new initiatives and approaches to addressing staff health and well-being are now under way. It is stated in the report that the implementation of EarthMed (the United Nations electronic health record) has enabled the Organization to gather data on key health challenges facing the staff of the Secretariat, with a view to targeting occupational health activities in the areas of greatest impact. An analysis of the EarthMed data, along with data from other sources, shows rates of mental health disorders and psychological symptoms that are higher than would be expected in this population (see A/71/323, paras. 133, 139 and 140). The underlying contributing factors are now the subject of further analysis and will inform the development of a mental health strategy.

75. The report also indicates that, since its inception, the Organization has had no overarching occupational safety and health programme. In 2015, the United Nations System Chief Executives Board for Coordination agreed to system-wide implementation of an occupational safety and health framework, which will encompass occupational health and safety policy, oversight, risk analysis, incident management and a programme of standards and compliance (ibid., para. 142). The Organization is also developing tools and techniques to assist in the management of sick leave, including identification of staff members with the best potential for early return to work and those at greatest risk for prolonged absence. Reference is also made to staff who have conditions that preclude work in a particular duty station but who are otherwise fit to work (ibid., paras. 145 and 146; see also the Committee's related comments in section III of the present report, on mobility). In terms of health-care safety and quality, the Secretary-General is commencing a programme of work to improve the oversight and governance of health services for 437 health-care facilities operated through the offices away from Headquarters, peacekeeping missions and the United Nations Development Programme. **The Advisory Committee notes the ongoing work in the area of staff health and occupational safety and looks forward to reviewing further details on the implementation of the related initiatives in its next overview report.**

III. Mobility

Implementation of the new staff selection and managed mobility system

76. In its resolution 68/265, the General Assembly approved the refined managed mobility and career development framework, subject to the provisions contained in that resolution. The report of the Secretary-General (A/71/323/Add.1) has been submitted pursuant to that resolution, in which the Secretary-General was requested to submit to the Assembly annual reports on mobility until its seventy-second session. The report is the third such annual report of the Secretary-General and is a consolidation of the reports submitted since the sixty-ninth session. It provides an update on the progress made towards the implementation of the Mobility and Career Development Framework as of July 2016, as well as additional data and information, as requested by the Assembly.

77. The new staff selection and managed mobility system came into force on 1 January 2016 through the promulgation of three new Secretary-General bulletins and a related new administrative instruction. The relevant staffing bodies created under the new framework are now operational (the Senior Review Board, the Job Network Boards, the Special Constraints Panel, the Global Central Review Board and the Network Staffing Teams) (ibid., paras. 7-12). The first job network to transition into the new system was the Political, Peace and Humanitarian Network (POLNET). Under the new staff selection and managed mobility system, staffing activities are managed through semi-annual staffing exercises consisting of two parts:

(a) Managed mobility: an internal process for the lateral movement of staff, in which serving staff members express interest in encumbered positions. Staff members participating in the process are those who have reached either their maximum position occupancy limit or their minimum position occupancy limit, and who choose to opt in;

(b) Filling of vacancies: existing and anticipated vacant positions are advertised and open to internal and external applicants (ibid., paras. 4 and 5).

78. With regard to managed mobility, details of the first managed mobility exercise for POLNET staff members are contained in paragraphs 13 to 18 of the report of the Secretary-General. As provided for in resolution 68/265, the first year of operation for POLNET was an "opt-in only" year, meaning that it was not mandatory for staff members who had reached or exceeded their maximum position occupancy limit. According to the report, 360 staff opted in to the first managed mobility exercise for POLNET, of which 132 were deemed to meet the criteria for participation. A total of 38 placement decisions entailing the move of staff members to a new position were made. The main factors responsible for the inability of staff members to be placed include the following: many staff having expressed interest in the same positions, a limited number of vacant positions in the compendium, a lack of suitable staff members for certain positions and the inability of staff to obtain a visa in the new duty station (ibid., para. 18).

79. With regard to the filling of POLNET vacancies under the new system, a total of 67 POLNET positions were published, of which half were advertised under the expedited "recruit from roster" modality. The Secretary-General indicates in his report that the final outcome of the first exercise had not been concluded at the time of finalization of the present report, but that the vacancy exercise was expected to take about 180 days to complete, as anticipated (ibid., para. 22). In this connection, in order to make further progress towards achieving the 120-day target for recruitment set by the General Assembly, the Secretary-General reiterates his previous recommendation that the advertising time for vacancies posted as part of the semi-annual staffing exercises be reduced from 60 to 30 days (ibid., para. 22). The Advisory Committee recalls that it supported that proposal in its previous report on the mobility system; however, the General Assembly did not conclude its consideration of the related reports (see A/70/765, para. 23).

80. A set of preliminary lessons learned from the two components of the first semi-annual staffing exercise (managed mobility and filling of vacancies, as indicated in para. 77) is contained in section D of the report of the Secretary-General. Specifically, the Secretary-General points out that opportunities for sharing the burden of service in hardship duty stations, which was one of the main objectives of the new system, are dependent on the positions listed in the compendium. If there are no staff members in family duty stations participating in the exercise, it will not be possible to move staff members out of non-family duty stations. In addition, it would appear from the first mobility exercise that a number of staff members serving in hardship duty stations, including for more than five years, do not always wish to move to family duty stations. Upon enquiry, the Advisory Committee was informed that, out of the 108 staff members participating in the first round serving in D and E duty stations, 31 had expressed interest only in other positions that were also located in D and E duty stations. The Secretary-General states that such difficulties will be alleviated when managed mobility becomes mandatory rather than optional (A/71/323/Add.1, para. 29).

81. In his report, the Secretary-General also attributes the lower number of expected placements in the first mobility exercise to having only encumbered positions included in the compendium. He indicates that vacant posts need to be part of the exercise to enable greater flexibility and to reduce the likelihood of there being a chain of participants who cannot move when one staff member in the chain is not ready to move. The Secretary-General therefore proposes that vacant positions at different levels in B, C, D and E duty stations be included in future managed mobility exercises (ibid., para. 30).

82. Upon enquiry as to whether or not this proposal would reduce the openings available to external candidates, the Advisory Committee was informed that, since the number of staff members in each mobility exercise was fixed, the number of vacant positions added to the compendium at the beginning of the exercise should be equal to the number of vacant positions that remained at the end, and that only the "typology" (titles, functions, location) of those vacant posts for open competition would change. The Committee notes, therefore, that this would be likely to have an impact on the attractiveness of those posts made available for open recruitment, as well as on the timing of their availability.

83. The Advisory Committee notes that the results of the first semi-annual exercise as reported in the latest report of the Secretary-General reflect very limited experience of the new staff selection and managed mobility system, with low levels of placement resulting from the first managed mobility exercise, which was still voluntary in nature, and the details of the first round of vacancies filled not yet reported. The Committee further notes that the findings and lessons learned reflected in the report are very preliminary in nature. Therefore, the Committee is not in a position to recommend approval of the proposal to allow vacant positions at B, C, D and E duty stations to be included in the managed mobility exercise at this time.

84. The Advisory Committee recommends that the General Assembly approve the proposal to reduce from 60 to 30 days the advertising time for posts that are part of the semi-annual staffing exercises under the mobility and career development framework.

85. In the context of the review of the latest report, the implications of the new staff selection and mobility system for those staff members receiving partial medical clearance for fitness to work in some but not all duty stations was identified as an issue. In this connection, the Advisory Committee recalls recent observations made by the Ombudsman, in his most recent report, relating to the issue of staff members who, while deemed fit for work, are restricted for medical reasons from working at a specific job or duty station (A/71/157, paras. 66-69). The Ombudsman indicates that, while such clearances are generally intended as a means to help staff to return to work after having been on certified sick leave, they have in fact had adverse effects, such as protracted periods of sick leave or disability cases. The Ombudsman points to the lack of a suitable policy framework that would allow for the temporary redeployment of such staff members to duty stations where they would be able to serve productively.

86. In response to an enquiry as to the numbers of staff receiving partial medical clearances and what actions were taken to reassign staff in such cases, the Advisory Committee was informed that the electronic medical record system (EarthMed) was currently not able to capture data on partial medical clearances, but that the functionality would become available in future when the interface between that system and Umoja is fully implemented. The Committee was informed that, under the mobility system, medical conditions and access to medical facilities or treatment were factors to be considered by the Special Constraints Panel in terms of exemption from service in certain duty stations. **The Advisory Committee stresses, however, that consideration should also be given to ensuring that the mobility system proactively facilitates the reassignment of staff members to places where they are able to serve, based on their partial medical clearances, so that they may continue to contribute productively in the service of the Organization.**

Data on staff moves and related costs

87. In his report, the Secretary-General provides updated direct and indirect cost information relating to duty station moves. For the 1,716[4] staff members who moved in 2014 and to whom payments were made, the average recurrent costs were estimated to be $6,282 per staff member. In addition, from the information available, the one-time costs for staff moving between non-field entities in 2014 was calculated at $39,788 per staff member and for those moving to or from field missions was $15,164 per staff member. A yearly comparison of average direct costs per person per move since 2011 shows that average costs are following a downward trend (A/71/323/Add.1, table 3). The total direct costs for duty station moves in 2014 are estimated at $32.1 million. Details concerning the indirect costs are contained in paragraphs 53 to 62 of the report of the Secretary-General. He points out that such costs include the cost of temporary redeployment of existing resources, including 13 positions, for the purposes of developing and administering the new system.

88. During its consideration of the latest report, the Advisory Committee sought information from 2011 to 2014 relating to the total number of lateral moves, with and without a change in duty station, along with the direct and indirect costs relating to those moves. The Committee recalls that, in 2014, in the context of its review on this subject, it had concluded, on the basis of information provided, that 157 geographic transfers had been undertaken for the 12-month period ending on 30 June 2013 and that that figure could serve as a proper baseline regarding geographic lateral mobility (A/69/572, para. 65). In 2015, the Committee was informed that, in fact, 774 lateral geographic moves had been undertaken in 2013, costing a total of $7,214,619 (A/70/765, para. 13). The information provided to the Committee during the review of the most recent report for the same period, indicated that there had been 1,044 geographic lateral moves undertaken by staff in 2013.

89. The Advisory Committee has repeatedly stressed the importance of establishing a viable comparative baseline against which to measure future mobility trends, particularly in view of the required cap on the number of geographic moves as set out in paragraph 8 of General Assembly resolution 68/265 (A/69/572, para. 66, and A/70/765, para. 14). In his report, the Secretary-General proposes to measure the impact of the new system against the baseline of the average number of moves made by staff members in each network during the three calendar years preceding the launch of the network under the new system. The Secretary-General states that he will include this baseline number for POLNET in the next annual report on mobility, due to be submitted to the General Assembly at its seventy-second session. The Advisory notes, however, the Secretary-General's acknowledgement that data on changes of position that do not involve a change of duty station are not yet available (A/71/323/Add.1, para. 67).

[4] The report indicates that there were 1,827 duty station moves made in 2014, of which 397 were between non-field entities and 1,430 were to or from a field mission. Payroll data show that recurrent cost payments were made to 1,716 staff members.

90. The Advisory Committee stresses the importance of agreeing on a viable comparative baseline against which future mobility trends may be measured and reiterates the importance of rigorous data collection and analysis.

91. In view of the difficulties in obtaining accurate and consistent baseline data on the number of moves, including geographic lateral moves and lateral moves not involving a change in duty station, the Advisory Committee intends to request the Board of Auditors to undertake a verification of all data reported on the annual numbers of geographic moves and their costs, including the methodological basis for arriving at those figures, so as to properly assess the impact of implementation of the mobility framework in determining costs.

External recruitment

92. In paragraph 65 of his report, the Secretary-General indicates that, from 1 January 2011 to 31 December 2015, there were 3,408 external appointments out of 11,085 total job opportunities available during that period, ranging from 808 to 606 annually. Those were comprised of 2,694 appointments in the Professional category, 525 in the Field Service category and 189 at the Director level. Table 4 of the report shows the proportion of external appointments compared with job opportunities for selection, which ranged from 26.01 per cent to 37.13 per cent. As a proportion of the total number of job opportunities for selection, the data show lower rates in 2014 and 2015 than in each of the previous three years. The Advisory Committee also notes that those figures do not reflect any impact arising from the implementation of the new staff selection and managed mobility system since the new system commenced in January 2016.

93. Upon enquiry, the Advisory Committee was provided with table 1, set out below, showing the number of external appointments as compared to the total number of appointments or movements of staff that occurred in each calendar year.[5] The Committee was informed that only completely new appointments issued to individuals who had never held any kind of appointment with the United Nations were considered as "external" for the purposes of those statistics. This would exclude individuals who have been engaged on short-term and temporary appointments in the past.

[5] The Advisory Committee was informed that the differences in the total number of job opportunities contained in paragraph 92 and the total number of appointments reflected in table 1 were due to the time lag between the advertisement of posts and the actual dates of appointment, as well as to the fact that not all job openings led to an appointment, owing, for instance, to restructuring or the abolition or reclassification of posts.

Table 1
Numbers and proportion of internal and external appointments from 2011 to 2015

Period	*Number of appointments/ staff movements*	*Internal appointments/ staff movements*	*Percentage of internal appointments/ staff movements*	*External appointments*	*Percentage of external appointments*
2011	2 427	1 619	66.71	808	33.29
2012	2 610	1 859	71.23	751	28.77
2013	1 874	1 248	66.60	626	33.40
2014	1 819	1 202	66.08	617	33.92
2015	1 940	1 334	68.76	606	31.24
Total	**10 670**	**7 262**	**68.06**	**3 408**	**31.94**

94. Upon enquiry, the Advisory Committee was also informed that the need to improve rates of external recruitment was recognized and that efforts were being made with more targeted outreach programmes (see paras. 45-47). In addition, the creation of the centralized Job Network Boards and the Senior Review Board will, in the view of the Secretariat, lead to improved consistencies in recruitment processes and a greater ability to monitor external recruitment rates.

95. **The Advisory Committee notes that the number of external selections declined every year over the five-year period from 2011 to 2015. The Committee reiterates that efforts to encourage internal mobility should not have a negative impact on efforts to reinvigorate the Organization through external appointments (A/70/765, para. 16, and A/69/572, para. 77). The Committee looks forward to receiving disaggregated data on internal and external appointments and on internal moves for subsequent periods in order to assess the impact of the new staff selection and managed mobility system on external appointments.**

IV. Assessment of desirable ranges

96. The system of desirable ranges, established in 1960, measures progress towards achieving a wide equitable geographical distribution of the staff of the Secretariat (see General Assembly resolution 1559 (XV), para. 1), which in turn derives from Article 101, paragraph 3 of the Charter of the United Nations. The latest report on this subject, contained in document A/71/323/Add.2, has been submitted pursuant to resolution 67/255, in which the Assembly requested the Secretary-General to present proposals for a comprehensive review of the system of desirable ranges, with a view to establishing a more effective tool for ensuring equitable geographical distribution in relation to the posts financed through the regular budget.

97. The Advisory Committee notes that the most recent report of the Secretary-General and the related proposals are essentially identical to those put forward in 2014 (see A/69/190/Add.4), although data relating to the numbers of serving staff and their geographical status have been updated to reflect the situation as at 30 June

2016. As in his previous report, the Secretary-General indicates that he stands ready to provide scenarios, if requested by the General Assembly, to facilitate its deliberations on the subject. Otherwise, he proposes only two specific changes in determining the lower and upper limits of the desirable ranges (A/71/323/Add.2, paras. 24 and 25). The Committee's comments on this subject were originally reflected in its comprehensive report on human resources management issues for the sixty-ninth session (A/69/572, paras. 115-124). Since the Secretary-General's proposals have not changed, the Committee maintains its related recommendations on the specific proposals of the Secretary-General. These are reflected in the paragraphs below (see also A/69/572, paras. 123 and 124).

98. The Advisory Committee is of the view that, once again, the Secretary-General has not responded adequately to the request of the General Assembly for a comprehensive review of the system of desirable ranges. The report of the Secretary-General does not put forward any new elements that could enhance the effectiveness of the system. Consequently, the Committee reiterates its view that it is incumbent upon the Secretary-General to respond to the repeated requests of the Assembly by submitting concrete proposals to serve as a basis for the Assembly's continued deliberations on the issue, while emphasizing again that the final policy decision rests with the Assembly (A/67/545, para. 54).

99. At this stage, and until such time as the requested comprehensive review has been completed and considered by the General Assembly, the Advisory Committee does not see the merit in making minor changes to the calculations put forward in the report of the Secretary-General. It does not therefore recommend that the Assembly approve the proposed changes.

V. Composition of the Secretariat

100. The report of the Secretary-General entitled "Composition of the Secretariat: staff demographics" (A/71/360), which covers the period from 1 July 2015 to 30 June 2016, has been submitted pursuant to various General Assembly resolutions concerning human resources management, the most recent of which are resolutions 66/234, 67/255 and 68/252. The report presents a demographic analysis of the global staff of the Secretariat and of staff subject to the system of desirable ranges. The addendum to the report presents a demographic analysis of the engagement of gratis personnel, retired staff and consultants and individual contractors for the biennium 2014-2015 (A/71/360/Add.1).

Trends analysis

101. In previous reports, the Advisory Committee stressed the need for more extensive trends analysis in the composition report, which would identify the reasons for different patterns within the staff demographics, in particular those emerging since the issuance of the previous report, to help the General Assembly to grasp the meaning behind the statistical data and tables (A/67/545, para. 138, A/68/523, para. 5, A/69/572, para. 128, and A/70/764, para. 8). In paragraph 13 of its resolution 68/252, the General Assembly requested the Secretary-General to supplement the information presented in the composition report with additional analysis of demographic trends and possible underlying reasons for those trends.

102. In his most recent report, the Secretary-General concurs that the analysis requested by the General Assembly would enhance the information presented in the report and states that, in order to complete the analysis, the process for the compilation of the report would require significant changes. In this connection, he reiterates his proposal that the reporting period be adjusted to allow sufficient time for data analysis (see A/69/292, para. 3, A/70/605, para. 3, and A/71/360, para. 3). Specifically, he proposes that data on the composition of the Secretariat be reported on the basis of the calendar year, with a cut-off date of 15 March of the following year. The time available for consolidation of data analysis involving a number of Secretariat entities and the review and analysis of that data would be extended from 2 to 10 weeks, prior to its submission to the General Assembly. The extension of the report preparation time would enable sufficient time for data analysis and thereby enhance the quality of the information presented in the report. The Secretary-General therefore proposes that the report to be presented to the Assembly at its seventy-third session cover the demographic data for the period from 1 January to 31 December 2017, with a data cut-off date of 15 March 2018.

103. **As stated in previous reports, the Advisory Committee does not object to the proposed change in the reporting cycle and the cut-off date for the demographic data included in the Secretary-General's composition report. The Committee stresses, however, that amending the reporting cycle and the cut-off date will not in themselves improve the analytical quality of the report.**

104. **Should the General Assembly endorse this recommendation, the Advisory Committee recommends that the Assembly request the Secretary-General to reflect data for the six-month transitional period (July to December 2016) in a report to be submitted to the General Assembly at its seventy-second session, in a format that facilitates comparisons with past and current periods.**

105. In terms of the trends discernible from the data contained in the latest composition report, the Secretary-General provides data on staff demographics over a five-year period, from 2012 to 2016 (see A/71/360, table 2). In particular, the Secretary-General points out that, over that period: (a) the number of staff of the Secretariat and related entities in the United Nations system has increased by less than 1 per cent, from 75,171 to 75,934 staff members; (b) the number of Secretariat staff has decreased by 6 per cent from 42,887 to 40,131 staff members; (c) in the Secretariat, the ratio of staff in the Professional and higher categories to total staff has increased from 29 per cent to 32 per cent, while the ratio of staff in the General Service and related categories to total staff has decreased from 61 per cent to 58 per cent; (d) the ratio of female staff to total staff has increased slightly from 33.4 per cent to 34.8 per cent; and (e) the average age of a Secretariat staff member has increased from 42.8 to 44.6 years.

106. Upon request, the Advisory Committee was provided with a more detailed analysis on the data relating to the average age of Secretariat staff to better understand the possible causes of the above-mentioned aging trend. A preliminary analysis indicated that a major driver was the age profile of staff located in field operations, making up approximately 50 per cent of the staff in the Secretariat, which had increased by 2.5 years from 2012 to 2016. In contrast, the average age for staff in non-field operations had increased by only 1 year over the same period. In addition, it was noted that, when the overall staffing levels of specific field

operation entities had gone down (due to downsizing or reconfiguration), the average age in the operation had increased. For example, the number of staff in the African Union-United Nations Hybrid Operation in Darfur, the United Nations Assistance Mission in Afghanistan, the United Nations Stabilization Mission in Haiti, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo and the United Nations Mission in Liberia had decreased by more than 300 staff each over the four-year period from 2012 to 2016, while the average age had increased by more than 2 years.

107. The Advisory Committee was also informed that key strategic staffing indicators, such as gender balance, staffing timelines, geographical representation, performance report compliance and vacancy rates were monitored internally through the completion of a "human resources management scorecard". Moving forward, more trends analysis will be undertaken as part of the implementation of the longer-term human resources management framework (see paras. 8-12).

108. **The Advisory Committee is of the view that a better understanding of the possible causes behind certain trends in the Secretariat staffing profile will help to identify appropriate policy responses as well as monitor the impact of various reform initiatives. In this regard, the Committee welcomes the initial analysis done on the aging trend of the Secretariat staff profile. This analysis should in turn have an impact on the development of policy enhancements in the area of workforce planning as well as ongoing efforts to rejuvenate the Secretariat** (see also paras. 24-26 and 37-41).

Table 2
Trends reported in the reports of the Advisory Committee (A/70/764) and of the Secretary-General (A/71/360) on the composition of the Secretariat: staff demographics

Report of the Advisory Committee (A/70/764)	*Report of the Secretary-General (A/71/360)*
A very slight decrease in the number of staff in the Secretariat, with 41,081 serving staff as at 30 June 2015 compared with 41,426 a year earlier (para. 7)	A decrease in the number of staff in the Secretariat, with 40,131 serving staff as at 30 June 2016 compared with 41,081 a year earlier (table 2)
A slight increase in the proportion of staff in the Professional and higher categories compared with overall staffing numbers since 2011 (from 28 per cent to 31 per cent) (para. 7)	A slight increase in the proportion of staff in the Professional and higher categories compared with overall staffing numbers since 2012 (from 29 per cent to 32 per cent) (table 2)
An increase in the percentage of staff in the Secretariat with permanent or continuing appointments from 16 per cent in 2011 to 23 per cent in 2015 (para. 7)	An increase in the percentage of staff in the Secretariat with permanent or continuing appointments from 17 per cent in 2012 to 22 per cent in 2016 (table 2)
An increase in the average age of Secretariat staff from 42.3 years in 2010 to 44.2 years in 2015 (para. 7)	A slight increase to 44.6 years in 2016 in the average age of Secretariat staff (table 2)

Report of the Advisory Committee (A/70/764)	*Report of the Secretary-General (A/71/360)*
A slight increase to 7.6 years in the average length of service in the Secretariat for all staff categories (para. 7)	A slight increase to 7.9 years in the average length of service in the Secretariat for all staff categories (table 11)
A slight increase in the ratio of female staff from 33 per cent in 2011 to 34.4 per cent in 2015 (para. 18)	A slight increase in the ratio of female staff from 33.4 per cent in 2012 to 34.8 per cent in 2016 (table 2)

109. In addition, the Advisory Committee notes, as it already had in its previous report (A/70/764), that trends reported by the Secretary-General in his most recent composition report are very similar to the trends already highlighted by the Committee in its observations on the previous composition report, as reflected in table 2.

110. In terms of staff movements within individual departments, the composition report of the Secretary-General includes a change in the all-staff population of the Secretariat by entity in table 4 and details of the number of appointments and separations in the 10 entities with the largest movements in table 16. The Advisory Committee noted apparent disparities, for example, in the case of the Department for General Assembly and Conference Management.[6] Upon request, the Committee was informed that, in fact, the two tables covered different staff populations. In addition, organizational structures have been reported differently in the Integrated Management Information System (IMIS) and in Umoja. The Committee was also informed that, once all the Secretariat staff are administered in Umoja, the Secretary-General will be able to report on the same population in the two respective sections of the composition reports. **The Advisory Committee trusts that every effort will be made to include comparable and transparent data in future composition reports. Where different data sets or underlying assumptions are used, explanatory detail should be included in the report.**

111. On the question of the reporting cycle and the proposed revision to the issuance of the annual composition report, the Advisory Committee is of the view that this should also be seen in the larger context of efforts to rationalize the General Assembly's programme of work. **The Advisory Committee is of the view that consideration should be given to realigning and harmonizing the issuance of all human resources-related reports so that, in future, the Committee may consider them earlier in the year.** Such a revision to the calendar and the timing of reports would assist in ensuring compliance with resolution 70/247, in which the General Assembly requested the Committee to provide its advice no later than two weeks in advance of the formal introduction of a particular item. In the case of the human resources management-related reports, earlier issuance dates for both the suite of reports of the Secretary-General and the related report of the Committee would facilitate their timely consideration in the main session of the Assembly.

[6] Table 4 indicates that the number of staff in the Department for General Assembly and Conference Management increased by 159 for the year ending 30 June 2016, while table 16 shows that there were 1,009 staff appointments and 627 staff separations for the same period.

Senior-level appointments

112. The report of the Secretary-General indicates that a total of 159 staff members of the Secretariat were serving at the levels of Under-Secretary-General and Assistant Secretary-General as at 30 June 2016 (see A/71/360, tables 6 and 7). This compares to 166 such staff serving at those levels one year earlier. The table also shows that the number of Secretariat staff serving at those levels has increased by 10 per cent over the past five years (from 143 staff members in 2011 to 159 in 2015). This increase has to be viewed in contrast to the overall 6 per cent decrease in the staff population of the Secretariat over the same period. A list of the high-level positions as at 1 October 2016, which shows 161 such positions, along with their locations and functional titles, is contained in annex IV to the present report.

113. **The Advisory Committee has previously expressed its concern over the apparent upward shift in the grade structure of the Secretariat (see A/68/7, para. 102, A/69/572, para. 134, A/70/7, para. 88, and A/70/764, para. 10). Despite increasing demands on the Organization, the Committee does not believe that this should necessarily translate into an upward trend of senior positions, since that may lead to the fragmentation of leadership responsibilities and diffused accountability.**

114. **While acknowledging the reduction in the number of high-level staff since the previous reporting period, the first such decrease over the past five years, the Advisory Committee stresses the continued need to monitor the overall "shape" of the Organization and to ensure that any future proposals for the establishment of high-level positions entails a thorough review of existing functions and structures so as to minimize any possible overlap in the functional responsibilities at the senior level of the Organization.**

Junior Professional Officers

115. In previous reports, the Advisory Committee has discussed the matter of Junior Professional Officers (also known as "associate experts"), their deployment, selection procedures, contractual modalities and the legislative basis for their deployment (A/68/782, paras. 102-105, and A/69/572, paras. 136-140). The Committee noted that the officers were deployed across the full range of Secretariat offices and departments, including in peacekeeping missions, and not only in the economic and social arena, as envisaged in the original resolution mandating their use.[7] The Committee therefore recommended that the General Assembly request the Secretary-General to report on their use and to submit a proposal for ensuring an updated legislative basis for their deployment across the Secretariat. The Committee also recommended that details relating to the deployment of those officers, including the departments to which they were deployed, their functions and their nationalities, be included in future composition reports.

116. According to the most recent addendum to the report of the Secretary-General on the composition of the Secretariat: gratis personnel, retired staff and consultants and individual contractors, 345 associate experts were engaged by the Secretariat during the biennium 2014-2015, across a wide range of departments and offices

[7] Economic and Social Council resolution 849 (XXXII).

(A/71/360/Add.1, tables 2 and 4). The Advisory Committee notes that there was no outcome in the General Assembly following its consideration of the two reports in which the Committee first raised this matter. **The Advisory Committee reiterates its recommendation that the General Assembly request the Secretary-General to report on the use of Junior Professional Officers in the Secretariat and to submit a proposal for ensuring an updated legislative basis for their deployment across the Secretariat.**

VI. Practice of the Secretary-General in disciplinary matters and possible criminal behaviour

117. The report on the practice of the Secretary-General in disciplinary matters and cases of possible criminal behaviour, 1 July 2015 to 30 June 2016 (A/71/186) was submitted in response to General Assembly resolution 59/287, in which the Assembly requested the Secretary-General to inform Member States on an annual basis about all actions taken in cases of established misconduct and/or criminal behaviour and the disciplinary action and, where appropriate, legal action taken in accordance with the established procedures and regulations. The report provides an overview of the reports submitted to the Assembly at its sixty-ninth and seventieth sessions (given the absence of decisions on those reports by the Assembly); an overview of the administrative machinery in disciplinary matters; a summary of cases in which one or more disciplinary measures were imposed by the Secretary-General during the reporting period; comparative data reflecting the disposition of cases, appeals against disciplinary measures and cases received by the Office of Human Resources Management; and information on the practice of the Secretary-General in cases of possible criminal behaviour.

118. The Advisory Committee has previously welcomed the provision of information contained in the case summaries as a means of providing enhanced understanding of the practice of the Secretary-General in disciplinary matters (A/67/545, para. 151). Starting at the sixty-ninth session, additional detail has been provided in the summaries so as to better explain some of the considerations in determining what measures to impose in a particular case (see A/69/572, para. 153). In its consideration of the case summaries contained in the latest report of the Secretary-General (A/71/186, sect. IV), the Committee sought information on the relationship between the sanction imposed and the magnitude of damage done to the Organization in each specific case. The Committee was informed, upon enquiry, that the degree of harm resulting from an act of misconduct might constitute an aggravating circumstance. However, the reverse (a relatively small amount of harm arising from a particular act) was not always a mitigating factor. Moreover, the Committee was informed that misconduct, which reflected negatively on a staff member's integrity, would typically lead to a sanction of termination of appointment. Furthermore, the functions of a staff member might, in cases where the conduct was particularly at odds with the conduct expected of those in such roles, serve to further aggravate the conduct. The report of the Secretary-General indicates that the judgments on disciplinary sanctions from the Dispute Tribunal and Appeals Tribunal show considerable support for respecting the discretion of the Secretary-General in deciding on the proportionality of the sanction imposed (ibid., para. 91).

119. In section V of his report, the Secretary-General includes data on the 143 cases completed during the reporting period compared with 148 cases completed during the previous period (ibid., table 2). The Secretary-General states that in the reporting period ending on 30 June 2016, 8.3 per cent of the cases handled were not pursued as disciplinary matters, while in 2015 and 2014, the previous two reporting periods, the corresponding percentages were 15 per cent and 20 per cent, respectively. According to the Secretary-General, the increase in the number of cases pursued as disciplinary cases may be attributable to an increase in the responsiveness of investigating entities and the improved quality of investigation reports in following a judgment issued by the Appeals Tribunal on a specific case concerning the need for clear and convincing evidence in such cases (ibid., para. 87).

120. In his report, the Secretary-General also states that the average time taken to dispose of cases after their referral to the Office of Human Resources Management was 8.6 months (as compared with 8.4 months in the previous reporting period). In this connection, the Advisory Committee, in its consideration of the most recent report of the Secretary-General on disciplinary matters, was informed at that time that the amount of time taken to investigate a case varied depending on the entity in charge of the investigation (A/70/718, para. 14). **In light of the continued lack of progress in expediting case disposal, the Advisory Committee stresses again its view that the Office of Human Resources Management should be notified as soon as an investigation is initiated and should monitor the amount of time taken by each investigative entity to conduct its investigations** (ibid.).

121. The report also includes data on the number of appeals contesting disciplinary action imposed since 2009[a] and the status of those appeals before the Dispute Tribunal and the Appeals Tribunal (A/71/186, tables 3 and 4). In the reporting period ended 30 June 2016, the number of such appeals has risen slightly from the prior period (11 as compared with 7), though in percentage terms, the Secretary-General continues to note that a relatively small percentage of disciplinary measures have been appealed since 1 July 2009.

122. The Secretary-General indicates in his report that the new administrative instruction on investigations and the disciplinary process is still not final. He states that it is anticipated that the new policy will be promulgated during the second half of 2016 (ibid., para. 8). Upon enquiry, the Advisory Committee was informed that a two-year process involving consultations with staff had culminated in the matter being favourably considered at the Staff-Management Committee meeting held in April 2016. Input on the draft instruction had since been received from all Secretariat stakeholders, including heads of departments and offices and staff representatives. Following an analysis of those comments to determine whether any alteration to the language of the draft was required (which had not been completed at the time of the Committee's consideration of the report), the instruction would be sent to the Office of Legal Affairs for review and subsequently to the Under-Secretary-General for Management for a final review and then approval and promulgation.

[a] The year that the current system of Administration of Justice was introduced.

123. The delay in finalizing that instruction has been a matter of concern to the Advisory Committee in its two prior reports on human resources matters (see A70/718, para. 15, and A/69/572, para. 157). Furthermore, nearly three years ago, the General Assembly, in paragraph 22 of its resolution 68/252, encouraged the swift finalization of the instruction. **Given that the lengthy period of consultations on the revised administrative instruction on investigations and disciplinary matters has now concluded, the Advisory Committee expects that the final examination of the draft instruction by the departments concerned will not interfere with its prompt promulgation. The Committee recommends that the General Assembly request the Secretary-General to finalize this instruction without further delay and no later than 31 December 2016.**

124. Regarding measures to mitigate and recoup any losses arising from misconduct by staff members, the Secretary-General indicates that in the majority of cases where there was a quantifiable loss to the Organization, the relevant property was either recovered and/or the staff member repaid the funds at issue. In addition, staff rule 10.1 (b) provides that where the Organization has suffered a financial loss as a result of a staff member's misconduct and the related actions are determined to be wilful, reckless or grossly negligent, the staff member may be required to reimburse the Organization for the loss in whole or in part. It is also indicated that the revised administrative instruction, referred to in paragraph 122 above, will elaborate on the procedures for recovery of losses in such cases (A/71/186, para. 19). **The Advisory Committee encourages the efforts undertaken to strengthen the Organization's ability to recoup losses arising from cases of staff misconduct and looks forward to the issuance of the administrative instruction on investigations and disciplinary matters, which is intended to enhance the legal framework to effect recovery.**

VII. Amendments to the Staff Regulations and Rules

125. The report of the Secretary-General on amendments to the Staff Regulations and Rules (A/71/258) contains the full text of amendments to those regulations and rules required for the implementation of the new common system compensation package, approved by the General Assembly in its resolution 70/244, including the amended Staff Rules promulgated provisionally on 1 July 2016. In addition, the report includes the full text of amendments to the Staff Regulations and Rules previously proposed by the Secretary-General in earlier reports (A/69/117 and A/70/135), which were not considered at the sixty-ninth and seventieth sessions of the Assembly. The Advisory Committee was provided with a table, set out in annex V to the present report, which distinguishes between those amendments proposed at the sixty-ninth and seventieth sessions, which were previously reviewed by the Committee and for which conclusions and recommendations were provided in reports (A/69/572 and A/70/718), and those presented for the first time in the latest report of the Secretary-General.

126. Regarding the amendments proposed in previous reports of the Secretary-General, the Advisory Committee maintains its prior observations and recommendations contained in its two previous reports. In the case of the amendments set forth in document A/69/117, the Committee continues to be of the

view that the amendments were mainly technical in nature, correcting inconsistencies arising in the 100 series of Staff Rules stemming from past reforms and/or legislative decisions, including the rationalization of contractual arrangements (A/69/572, para. 161).

127. In its report (A/70/718), the principal comments of the Advisory Committee on proposed amendments set forth in the Secretary-General's related report (A/70/135) centred around: (a) proposed changes to staff rule 4.15 on the Senior Review Group and central review bodies; and (b) a new provision proposed under staff rule 9.9 (b) to ensure that accrued annual leave will not be paid to a staff member dismissed as a result of proven allegations of sexual exploitation and abuse.

128. The proposed amendments to staff rule 4.15 (a), including the deletion of the reference to the D-2 level, allow for simultaneous operation of the pre-existing staff selection system and the new staff selection system. At the time of its review, the Advisory Committee was informed, upon enquiry, that positions at the D-1 and Professional levels of networks not yet operational under the new staff selection system would continue to be reviewed by the pre-existing central review bodies. Related provisions under staff rule 4.15 (b) (i), (ii) and (iii), which were proposed for deletion, would still be contained in section 2 of Secretary-General's bulletin ST/SGB/2011/7 for that purpose. In addition, the Committee was informed that the deletion of staff rule 4.15 (d) was proposed for simplification purposes since it was duplicated in section 3.9 of the same Secretary-General's bulletin. On the proposed deletions in staff rule 4.15 (h), the Committee was informed that, in the light of their technical content, they would be more appropriately reflected in an administrative instruction. **The Advisory Committee remains unconvinced of the need to remove the provision related to the term limits for the members of the central review bodies from the Staff Rules. The Committee therefore recommends that the Secretary-General provide additional justification to the General Assembly on this matter** (see A/70/718, para. 7).

129. As to the new provision proposed under staff rule 9.9 (b), the Advisory Committee was informed that the additional sanction had been introduced to reinforce the importance of the zero tolerance policy on sexual exploitation and abuse. **The Advisory Committee once again welcomes the new staff rule 9.9 (b) as a first step and reiterates its encouragement for the Secretary-General to include in his next report a proposal to broaden the scope of staff rule 9.9 (b) to cover other types of serious misconduct** (see A/70/718, para. 9).

130. The report also contains a proposal for the General Assembly to reconsider the long-standing policy that requires staff members to renounce permanent resident status in a country other than the country of their nationality prior to recruitment (A/71/258, para. 54). The Advisory Committee recalls that this is the same proposal that was put forward in the previous overview report of the Secretary-General (see A/69/190, sect. III.E), which the Committee supported in recommending that the Assembly reconsider this requirement (A/69/572, para. 53). However, the Assembly did not act on those reports at that time. The Committee had noted that the proposal was the result of judgments issued by the Appeals Tribunal in 2012 and 2013, which had concluded that the existing policy had no legal basis since it was not reflected in any related amendments to the Staff Rules. The Tribunal also observed that "bearing in mind human rights principles and modern law of employment, this

policy has no place in a modern international organization" (A/71/258, para. 44). Therefore, as a result of those judgments, the Secretariat has, since November 2013, on an exceptional basis, been granting staff members in the Professional category permission to retain permanent resident status in a country other than their country of nationality, pending reconsideration of the issue by the Assembly. **The Advisory Committee reiterates its recommendation that the General Assembly reconsider the requirement for staff members to renounce permanent resident status in a country other than the country of their nationality.**

131. The proposed amendments and provisional staff rules in the Secretary-General's report which are required for the implementation of the changes to the compensation package of staff in the Professional and higher categories would normally take full effect on 1 January 2017, pursuant to staff regulation 12.4, subject to any modifications or deletion that may be directed by the General Assembly. Provisional staff rules 3.7, 3.13, 3.15, 3.19, 5.2, 7.14, 7.15, 7.16, 7.17 and 13.10, required to implement the changes to the compensation package relating to the mobility incentive, non-family service allowance, repatriation grant, accelerated home leave, settling-in grant, relocation shipment and discontinuance of the non-removal allowance, were promulgated effective 1 July 2016 in accordance with Assembly resolution 70/244. In his note on the implementation of the new common system compensation package in the United Nations Secretariat (A/70/896), the Secretary-General proposed that changes to the compensation package relating to the replacement of the mobility allowance with the mobility incentive and the discontinuance of the non-removal allowance would come into effect on 1 November 2016 instead of on 1 July 2016 owing to technical and operational challenges faced by the Secretariat causing delays in the implementation of the new compensation package.

132. In its report on the Secretary-General's note (A/70/961), the Advisory Committee considered that alternative options should have been explored in order to implement the new compensation package while maintaining the mandated effective dates. Pending a decision by the General Assembly, the Committee expressed its expectation that the Secretary-General would ensure the implementation of the new compensation package in full compliance with the mandated effective dates set out in Assembly resolution 70/244.

133. The Advisory Committee notes that the General Assembly is currently considering the above-mentioned note in the current main session and therefore no decision has been made on the proposed change of the effective date of the changes to those two allowances. At the time that the note was prepared, it was proposed that:

(a) Provisional staff rule 3.13 on the new mobility incentive and provisional staff rule 7.16 on removal and non-removal be implemented on 1 November 2016 (in lieu of 1 July 2016);

(b) Amendments to the Staff Regulations and Rules required for the implementation of the new unified base/floor salary scale take effect as from 1 September 2017 (in lieu of 1 January 2017).

134. In its report on the implementation of the new common system compensation package in the United Nations Secretariat, the Advisory Committee expressed

concern over the Secretary-General's stated inability to implement the new compensation package while maintaining the mandated effective dates. The Committee also indicated its view that the Secretary-General should ensure implementation of the package in full compliance with the mandated effective dates set out in General Assembly resolution 70/244 (see A/70/961, paras. 23-25).

135. However, at the time of the introduction of the above-mentioned note in the General Assembly on 11 October 2016, the Secretary-General informed the Assembly that the aforementioned policy framework would now be ready to proceed with implementation of all the changes pursuant to the effective dates mandated by the Assembly. Therefore, the introduction of the mobility incentive and the discontinuation of the non-removal element will be implemented on 1 November 2016, to take retroactive effect as at 1 July 2016, and the unified salary scale will take effect as at 1 January 2017, therefore obviating the need for any alignment of the implementation date. The Advisory Committee has since become aware that a related conference room paper has been issued on this matter.

136. **As a general principle, the Advisory Committee stresses that proposals to amend the Staff Regulations and Rules must follow the decisions of the General Assembly, without pre-empting actions or decisions that the Assembly may take in the future.**

137. **In the case of the proposed amendments now under consideration, the Advisory Committee would therefore have expected that the amended text to the Staff Regulations and Rules as set out in the report of the Secretary-General would have been adjusted accordingly to reflect the mandated implementation dates. The Committee stresses therefore that the Secretary-General should formally revise his report for the consideration of the General Assembly.**

VIII. Activities of the Ethics Office

138. The annual report of the Secretary-General on the activities of the Ethics Office (A/71/334), submitted in accordance with General Assembly resolution 60/254, provides an overview and assessment of the work programme of the Office during the period from 1 August 2015 to 31 July 2016.

139. During the reporting period, the Ethics Office received 1,124 requests for its services, representing an increase of 144 requests, or 15 per cent, compared with the previous period. Figure I shows the progression in the annual quantity of the requests since the Office was established just over 10 years ago and the highest number of requests, over a single reporting cycle, since the establishment of the Office in January 2006. A breakdown of requests for services by location and entity is provided in figure II of the report. In terms of the source of those requests for service, the Advisory Committee was informed, upon enquiry, that over time, a higher proportion of requests emanated from peacekeeping and special political missions and other United Nations agencies. For peacekeeping missions, the number of requests represented 16 per cent of the total requests for the reporting period ended 31 July 2016 compared with just 6 per cent 10 years earlier. The Committee was informed that according to the Ethics Office, that trend could be attributed to

intensified outreach activities to peacekeeping missions by the Ethics Office, among other factors. **The Advisory Committee continues to support outreach efforts to enhance the knowledge and understanding of the role of the Ethics Office and to promote a culture of ethics in the Organization. The Committee points out, however, that increases in the requests for ethics-related advice could also be attributed to several other factors** (see also A/70/718, para. 22).

140. In terms of the type of service request, as depicted in figure III of the report, ethics advice continues to account for the majority of requests for services received by the Office, representing 55 per cent of the total requests for services. A total of 14 per cent of the requests concerned outreach-related services and a further 7 per cent related to the financial disclosure programme. Figure IV shows that, similar to the previous period, the highest number of requests for advice received relates to outside activities. In such cases, staff seek advice to ensure that activities performed outside the Organization do not bring into question their impartiality or independence as United Nations staff members. The current reporting period saw an increase in advice requests regarding employment-related concerns and other conflict of interest situations, while the instances of advice being sought concerning gifts or offers of hospitality declined over the prior period (37 instances in the current reporting period compared with 54 in the last period).

141. In his report, the Secretary-General indicated that as part of a recent review of the Ethics Office after 10 years of operations, the Office began reviewing its own internal procedures for improvement, including through the provision of advice on procedures for determining corporate compliance, rather than transactional requests, and procurement ethics matters (A/71/334, para. 11). Moreover, the Office has continued to provide independent advice to the Procurement Division on issues related to the ethics, anti-corruption and corporate compliance programmes of vendors seeking to do business with the Organization. The Office also provided advice on third-party due diligence, reputational risk and best practice in anti-corruption programmes (ibid., para. 22).

142. In terms of strengthening the Office's capacity in the provision of procurement-related ethics advice, in its last report on human resources matters, the Advisory Committee recommended expeditious recruitment of a staff member in a new post of Corporate Ethics and Compliance Officer, at the P-5 level, to be located within the Ethics Office, funding for which had been approved by the General Assembly in its resolution 68/283 on the support account for peacekeeping operations for the 2014/15 budget period. In its consideration of the latest Secretary-General's report, the Committee was informed that the recruitment of that officer was now complete and that the staff member had taken up functions on 1 April 2016. **The Advisory Committee notes with concern the lengthy recruitment period for this important post, the funding for which had been approved nearly two years earlier.**

143. Information on the implementation of the financial disclosure programme administered by the Ethics Office is contained in section III.B of the report. In his report, the Secretary-General indicates that the number of staff covered by the programme continues to expand, covering 5,440 filers during the 2015 annual filing cycle (1,238 of whom were filing for the first time), compared with 5,043 filers during the 2014 cycle. As at the closing of the 2015 filing cycle, the programme had

achieved a compliance rate of 99.9 per cent[9] (ibid., para. 24). According to the report, the programme's external reviews identified 187 filers (3.4 per cent of the filer population), with a total of 194 items or activities that required review for managing potential conflicts of interest, data which is broadly comparable to the 2014 annual filing cycle (ibid., para. 28). The report indicates that the Ethics Office is currently working with the Office of Information and Communications Technology to develop a new platform for supporting the financial disclosure programme to enhance data security and offer more user-friendly features (ibid., para. 31).

144. In terms of the voluntary public disclosure initiative open to senior officials at the level of Assistant Secretary-General and above, of the 152 senior officials eligible to participate in the 2015 exercise, 111 opted to publicly disclose a summary of their assets, liabilities and outside interests (see A/71/334, para. 33). This participation rate remains consistent with previous years. **The Advisory Committee again takes the view that participation in the initiative should be encouraged and trusts that the Secretary-General will continue to encourage senior officials who have not yet publicly disclosed a summary of their assets to do so in future cycles** (see also A/67/545, para. 166; A/68/523, para. 33; A/69/572, para. 168, and A/70/718, para. 25).

145. With regard to the protection of staff against retaliation from reporting misconduct and for cooperating with duly authorized audits or investigations (see ST/SGB/2005/21), the report indicates that during the reporting period, the Ethics Office received 50 inquiries relating to the Organization's policy on protection against retaliation. This figure is broadly consistent with the number of inquiries received in the two previous reporting periods. Of the 50 inquiries, the Office had initiated 23 preliminary reviews. Of those, 11 claims did not raise prima facie cases of retaliation, 5 reviews were ongoing and 1 staff member abandoned the protection against retaliation. Of the six cases where the Ethics Office determined that there was a prima facie case, in four instances, the Office recommended that the Secretary-General take interim measures to safeguard the interests of the claimants, pending completion of the related investigation. In the remaining two cases, the claimants did not seek interim protection measures (see A/71/334, paras. 41-42).

146. Regarding efforts to develop and put in place a revised protection against retaliation policy which responds to the findings of an external expert review completed in the 2013-2014 reporting cycle, the Secretary-General indicated that the ad hoc working group established by the Staff-Management Committee is currently in the final stages of its deliberations on the revised policy and will subsequently present its final report to the Staff-Management Committee. Thereafter, the policy will be finalized and issued (A/71/334, para. 44). The Advisory Committee was informed, upon enquiry, that good progress had been made in those consultations, though certain issues had not yet been agreed. However, the Committee was also informed, based on consultations between the Ethics Office and the Department of Management, that efforts were under way to finalize the proposed policy by the end of the year. **The Advisory Committee notes with concern that the consultative process relating to the finalization of the**

[9] Within the total filer population, 100 per cent of the required United Nations Secretariat and peacekeeping personnel complied.

revised protection against retaliation policy has now been under development for more than two years, which, in its view, is excessive. Therefore, the Committee recommends that the General Assembly request the Secretary-General to finalize and promulgate the revised policy by the end of 2016.

147. Among the concluding observations in the report, the Secretary-General indicates that there is a need for the Ethics Office to strengthen its independence (ibid., para. 79). Seeking clarification and further detail on this assertion, the Advisory Committee was provided, upon request, with some particulars concerning the internal and external developments since the establishment of the Ethics Office 10 years ago, including emerging best practice outside the United Nations and policy advice concerning the independence of such offices. Possible options for strengthening the Office's independence are currently being considered. **The Advisory Committee recommends that the General Assembly request the Secretary-General to develop concrete proposals for its consideration concerning the independence of the Ethics Office within the United Nations Secretariat to be presented in his next annual report to the Assembly at its seventy-second session.**

148. In paragraph 80 of his report, the Secretary-General indicates his wish to bring to the attention of the General Assembly his intention to adjust the annual reporting cycle from the midyear time frame (August to July) to the calendar year cycle (i.e., covering the period from 1 January to 31 December). A transitional report will then be issued to cover the period from 1 August 2016 to 31 December 2017 and submitted in 2018, while the next annual report, covering the full calendar year, will subsequently be submitted in 2019. The Committee was informed, upon enquiry, that following the establishment of the Ethics Office by the Secretary-General, the Assembly, in its resolution 60/254, had requested the Secretary-General to report annually on its activities but had not specified a reporting period.

149. In this connection, the Advisory Committee notes that a number of different reporting cycles exist for related reports of the Secretary-General, such as the annual report on the composition of the Secretariat: staff demographics, which is currently on a July to June annual cycle, and the annual report on the administration of justice, which is on a calendar year cycle. The Committee notes that a proposal for amending the reporting cycle of the report on the composition of the Secretariat to a calendar cycle (January-December) is currently before the General Assembly (see also para. 102 above). **The Advisory Committee sees merit in harmonizing the reporting cycle of all reports of the Secretary-General on those matters relating to human resources management, including on the system of administration of justice. The Committee has no objection therefore to the intention of the Secretary-General to amend the reporting cycle for the annual report of the Ethics Office** (see also para. 111 above on the matter of possible harmonization of all human-resources related reports).

150. Regarding gifts and honours received by Secretariat officials, the Secretary-General states that the Staff Regulations and Rules strictly limit the circumstances in which staff members may accept such gifts and honours (A/71/334, para. 19). Upon enquiry, the Advisory Committee was informed that administrative instruction ST/AI/2010/1 set out the related provisions, including in cases when staff were unable to decline a gift or honour because of embarrassment to the Organization. In

such instances, staff needed to disclose that fact to their relevant administering official and await instructions on whether they might retain, return or surrender the item. The Committee was also informed that during the reporting cycle, the Ethics Office had provided advice to: (a) 31 staff on the Organization's policy provisions and procedures; and (b) the Executive Office of the Secretary-General in respect of five separate instances as to whether it was appropriate to receive an honour from a government source on behalf of the Organization or from a non-governmental source on an exceptional basis.[10]

151. The Advisory Committee notes that no data on the actual number and breakdown of staff receiving such gifts or honours has been made available, including what gifts or honours were received by whom and whether the requisite approval was received in each case. **The Advisory Committee notes with concern that there does not appear to be a central repository of data relating to gifts and honours received by Secretariat officials and considers that the Office for Human Resources Management would be the appropriate office to collect this information, monitor trends and provide periodic reports thereon to the General Assembly.**

IX. Seconded active-duty military and police personnel

152. The latest report of the Secretary-General on seconded active-duty military and police personnel (A/71/257) is submitted pursuant to General Assembly resolution 68/252, in which the Assembly requested the Secretary-General to intensify his engagement with Member States with a view to identifying alternative solutions for addressing the conflicts between national legislation and the Staff Regulations of the United Nations and Staff Rules regarding the secondment of active-duty military and police personnel.

153. The conflict between the Staff Regulations of the United Nations and Staff Rules and the national legislation of some Member States with respect to their active-duty military and police personnel seconded to the Secretariat was first brought to the attention of the General Assembly by the Secretary-General in his report on the overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2011 to 30 June 2012 and budget for the period from 1 July 2013 to 30 June 2014 (A/67/723). The General Assembly, in its resolution 67/287, noted the difficulties and approved an exceptional measure to facilitate the full participation of all Member States in seconding active-duty officers through to the end of 2013. The Secretary-General described in a subsequent report the difficulties encountered in the secondment of such personnel recruited against posts in the Secretariat and proposed amendments to certain staff regulations and rules in an effort to address potential conflicts between national legislation and the Staff Regulations of the United Nations and Staff Rules (see A/68/495). Subsequently, the Assembly, in its resolution 68/252, in addition to the requests mentioned in the paragraph above, also requested the Secretary-General to extend for a further three years the exceptional measures and

[10] These five instances involved the receipt of an honour for four staff members at the level of Under-Secretary-General and one staff member at the level of Director.

to submit a report to the Assembly at its seventieth session regarding developments on the issue and, if necessary, a new proposal. In his report (A/70/229), the Secretary-General described the efforts made to identify potential conflicts between national legislation and the Staff Regulations of the United Nations and Rules and the exceptional measures implemented by the Secretariat. The Assembly did not conclude its consideration of that report or of the related report of the Advisory Committee (A/70/728) at its seventieth session.

154. The Secretary-General's latest report (A/71/257) is substantively identical to his previous report, with two annexes setting out recommendations for amending the Staff Regulations of the United Nations and Staff Rules to resolve conflicts relating to secondment (annex I) and details concerning the Secretary-General's intention to revise his bulletin on the central review bodies and changes in the on-boarding process (annex II).

155. The Advisory Committee notes that the response data relating to a note verbale sent in June 2014 requesting Member States to provide information on this matter has not changed since the issuance of the prior report (i.e., 20 responses, or an 11 per cent response rate as at 1 June 2015) (ibid., para. 8). The next steps contained in the report of the Secretary-General, also set out in his previous report, include an indication that he will report on this issue annually in the context of his overview report of the financing of the United Nations peacekeeping operations and his intention to introduce an additional requirement whereby active-duty officers seconded to the United Nations will need to disclose any remuneration or benefits that they receive from their respective Governments. Overall, the Secretary-General states that, in his view, because the information received from Member States was not sufficient, it has not been possible for the Secretary-General to develop a new proposal for addressing conflicts. **The Advisory Committee continues to note the low response rate from Member States to date. The Committee is of the view that the continued engagement of the Secretary-General with Member States should facilitate the development of more concrete proposals in this regard** (see also A/70/728, para. 9).

156. Regarding the exceptional measures, set out in paragraph 10 of his report, the Secretary-General continues to indicate that the Secretariat has implemented the following exceptional measures on two occasions, according to the terms set out in General Assembly resolution 67/287:

(a) Active-duty seconded officer on temporary appointment, whereby the United Nations salary was paid to the Government, while the staff member continued to receive a salary from his Government, and the content of the declaration under staff regulation 1.1 (b) was modified to address any potential conflict;

(b) Active-duty seconded officer on fixed-term appointment, whereby the salary, post adjustment and allowances were paid to a government account specified by the staff member and the official travel expenses, including the assignment grant, were paid directly to the staff member's personal account.

157. The latest report indicates that the Secretariat was in the process of reviewing, in cooperation with the affected staff members and the Member States concerned, three additional cases that may warrant the implementation of exceptional measures (A/71/257, para. 11). Upon enquiry, the Advisory Committee was informed that since

the issuance of the Secretary-General's report, the Secretariat had implemented two new exceptional measure cases and that one new case was being finalized. In the first instance, a Member State had sought to apply some standard conditions of service to its active-duty seconded officers that were available to all staff of that Member State when they were preparing for and returning from overseas postings and deployments. In view of the prohibition against receiving disbursement of any remuneration during the period of secondment, as stipulated by the Staff Regulations of the United Nations and Staff Rules applicable to United Nations staff members for the duration of their appointment, the Secretariat had advised that the seconded officers were free to receive any reimbursement from the Government following the conclusion of the secondment when the officers were no longer in the service of the United Nations. The second case related to an officer employed in the field, wherein the seconded staff member's salary, post adjustments and allowances from the United Nations were paid to a Government account during the officer's tenure with the Organization, while he would continue to receive a salary from his Government. The third case being finalized as at September 2016 followed the same framework as the second case. The Committee was also informed that all of the exceptional measures would be discontinued on 31 December 2016, pursuant to General Assembly resolution 68/252, unless the Assembly decided otherwise.

158. In paragraph 17 of his report, the Secretary-General sets out the action to be taken by the General Assembly, including:

(a) To take note of the additional information provided in the report on the application of the exceptional measures authorized by the General Assembly in its resolution 67/287;

(b) To consider an extension of the application of the exceptional measures authorized by the General Assembly in its resolutions 67/287 and 68/252 in cases in which national legislation prohibits seconded active-duty military or police personnel from accepting remuneration and benefits from the United Nations or in which national legislation requires that the officer continue to receive certain benefits from the Government;

(c) To request all Member States to cooperate fully with requests for information by the Secretariat on any potential conflicts between their national legislation and the Staff Regulations and Rules as well as on remuneration and benefits provided to active-duty seconded officers.

159. **Since there are no new factors contained in the most recent report of the Secretary-General that have an impact on the proposed action to be taken by the General Assembly, the Advisory Committee maintains its recommendation that the action requested of the Secretary-General be approved and also recommends that the application of the exceptional measures be extended for up to three years, in order to allow sufficient time for more productive engagement with Member States. The Committee also recommends that the Assembly request the Secretary-General to intensify his engagement with Member States with a view to identifying alternative solutions for addressing the conflicts between national legislation and the Staff Regulations of the United Nations and Staff Rules regarding the secondment of active-duty military and police personnel** (see also A/71/257, para. 17).

Annex I

Overview of human resources management change initiatives (provided by the Secretariat)

Initiative	*First introduced in report (reference)*	*Dropped, same or modified proposal*	*Financial impact*	*Previously approved or rejected by the General Assembly*
Performance management reforms	A/69/190/Add.2	In general, the same proposal, modified to integrate performance into talent management as part of the evolving human resources framework	Costs to be covered within existing resources	Neither
Changes to the young professionals programme examination:				
(a) Designing the young professionals programme examination by job network rather than by specific job family, beginning with political, peace and humanitarian network (POLNET)	A/69/190/Add.3	Same	None	Neither
(b) Offering the written part of the examination via an online testing platform	A/69/190/Add.3	Same	One-time investment: $280,000; annual recurring cost: $30,000	Neither
(c) Updating the written part of the examination to introduce a general ability test for cognitive and social abilities as the general paper and a substantive knowledge test in subjects relevant to the specific job network as the specialized paper	New	None	$24,000	Neither

Initiative	*First introduced in report (reference)*	*Dropped, same or modified proposal*	*Financial impact*	*Previously approved or rejected by the General Assembly*
(d) Extending the time limit for successful young professionals programme candidates to remain on the roster from 2 to 3 years	New	None	None	Neither
(e) Removing candidates from the legacy roster who have been on the roster for more than 7 years	A/69/190/Add.3	None	None	Neither
(f) Offering an on-demand young professionals programme examination for smaller job families	New	None	None	Neither
Reduction of posting period from 60 to 30 days	A/70/254, para. 37	Modified	None	No decision
General Service career opportunities	None in the previous 2 sessions	Same (as the one at the sixty-first session)	None	No, but a proposal had been made at the sixty-first session
Modification to sect. III.B, para. 26, of resolution 51/226	New	Modified	None	Neither
Workforce planning	Introduced as a project in paras. 30-33 of document A/69/190 (overview of human resources management reform)	Same	None	In para. 16 of its resolution 68/252, the General Assembly urges the Secretary-General to develop a workforce planning system as a matter of priority and to present it to the Assembly for consideration at its sixty-ninth session.
2030 gender equality strategy	New in its current scope/approach as a holistic strategy	Builds on previous efforts	1 P-4 in the regular budget for the period 2018/19	A strong mandate for gender equality and parity already exists.

Annex II

Details of human resources management pilot projects under implementation (provided by the Secretariat)

Pilot	*Budget*	*General Assembly mandate*	*Result of pilot*
Lynda.com (online learning library). 2 pilots: July 2015-June 2016; July-September 2016, with more active communication and engagement	Total cost: $90,000 (1st pilot: $40,000, for 750 users; 2nd pilot: $50,000, for unlimited users)	In its resolution 67/255, the General Assembly welcomed the efforts of the Secretary-General to meet learning and development needs in a cost-efficient manner and requested him to promote e-learning in order to provide equal opportunities for staff to access training.	Successful 2nd pilot. From 2010 to 2014, the Office of Human Resources Management offered Skillport for online learning, at a cost of $387,857 per year. During the 5-year period, 64,393 learning assets were accessed. In comparison, during the 2nd Lynda.com pilot, users accessed 72,278 learning assets in less than two months.
The Inspira learning management system (LMS) pilot was initiated in 2010-2012, with development and testing at Headquarters. In 2012, it was launched for Headquarters staff and 6 months later, for Geneva staff. In 2014, it was opened to all offices away from Headquarters and in 2016, it was further customized for the Department of Peacekeeping Operations/ Department of Field Support and the field.	Total cost from 2010-2014: $834,201. + Customization costs required to meet Department of Peacekeeping Operations/Department of Field Support business requirements in 2016: $118,000. Running costs from 2015 have been covered by the Office of Information and Communications Technology.	In its resolution 65/247, the General Assembly requested the Secretary-General to report on the implementation of the new talent management system.	Inspira LMS was successful at the time of initial implementation. It was very useful to have one system for centrally coordinated training, as it drives alignment throughout the Secretariat. However, there are limits to the online learning modalities in this system; it is thus proposed to phase it out gradually starting in 2017.
The Office of Human Resources Management piloted more flexible approaches to flexible working arrangements with select departments from 2011 to 2014 to obtain feedback from staff and managers.	No cost implications	The pilot was conducted within the authority of the Assistant Secretary-General for Human Resources Management and did not require the approval of Member States.	Following positive evaluations from both staff and managers, the changes were incorporated into the revised Secretary-General's bulletin on flexible working arrangements that is being finalized.

Pilot	*Budget*	*General Assembly mandate*	*Result of pilot*
Collection of data via EarthMed (the United Nations electronic medical records system) and manually through handwritten consultation reports from two field missions	No cost implications		The availability of report-relevant medical data in the EarthMed system was tested.
Assessments: introduction of an unproctored, Internet-based pre-selection test to eligible candidates for specific job openings within the management and administration network (MAGNET)	Total budget: $360,000	In its resolution 67/255, the General Assembly notes with serious concern that the 120-day target for filling a post has still not been reached, stresses the importance of filling posts in a timely manner, and in this context requests the Secretary-General to investigate the reasons for delays at each stage of the staff selection and recruitment process and to report to the Assembly at its sixty-ninth session on the outcome of that work, including proposals for appropriate measures to address the issues identified.	The pilot was successful. Based on the feedback received from the hiring managers, the pilot reduced the time it takes them to evaluate a large number of applicants by approximately 50 per cent compared to manually reviewing applicants' personal history profiles submitted through Inspira. Nearly two-thirds of the test takers also provided feedback through the post-test surveys that tests were fair and relevant to the positions for which they had applied.
Workforce planning: a 5-step methodology was developed and tested with the Medical Services Division as well as with field operations.	No cost implications	In para. 16 of its resolution 68/252, the General Assembly urges the Secretary-General to develop a workforce planning system as a matter of priority and to present it to the Assembly for consideration at its sixty-ninth session.	The pilots were successful, hence the proposal to mainstream progressively the workforce planning methodology throughout the entities.

Annex III

Average number of applicants per job opening by level and year for levels P-2 to D-2

Year	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Average per year*
2016	192	140	131	202	270	380	218
2015	173	122	121	185	245	325	199
2014	132	99	104	171	250	354	188
2013	137	121	118	196	306	560	228
2012	95	116	110	189	285	494	217
2011	87	88	97	159	237	312	173
Average per level	**138**	**113**	**113**	**182**	**263**	**399**	**202**

Annex IV

List of Under-Secretaries-General and Assistant Secretaries-General of the Secretariat, as at 1 October 2016

No.	*Entity*	*Functional title*
Under-Secretaries-General		
1	Department of Economic and Social Affairs	Special Envoy of the Secretary-General on El Niño and Climate
2	Department of Economic and Social Affairs	Special Adviser on Innovative Financing for Development
3	Department of Economic and Social Affairs	Special Envoy of the Secretary-General for Disaster Risk Reduction and Water
4	Department of Economic and Social Affairs	Special Envoy of the Secretary-General on El Niño and Climate
5	Department of Economic and Social Affairs	Special Envoy of the Secretary-General on Disability and Accessibility
6	Department of Economic and Social Affairs	Special Adviser on Climate Change
7	Department of Economic and Social Affairs	Special Representative of the Secretary-General on International Migration and Development
8	Department of Economic and Social Affairs	Under-Secretary-General
9	Department of Field Support	Under-Secretary-General
10	Department for General Assembly and Conference Management	Under-Secretary-General
11	Department of Management	Under-Secretary-General
12	Department of Political Affairs	Under-Secretary-General
13	Department of Political Affairs	Personal Envoy of the Secretary-General for the talks between Greece and the former Yugoslav Republic of Macedonia
14	Department of Political Affairs	Personal Envoy of the Secretary-General for Western Sahara
15	Department of Public Information	Under-Secretary-General for Communications and Public Information
16	Department of Peacekeeping Operations	Special Adviser to the Secretary-General for Community-based Medicine and Lessons from Haiti

No.	*Entity*	*Functional title*
17	Department of Peacekeeping Operations	Under-Secretary-General
18	Department of Safety and Security	Under-Secretary-General
19	Economic Commission for Africa	Executive Secretary
20	Economic Commission for Europe	Executive Secretary
21	Economic Commission for Latin America and the Caribbean	Executive Secretary
22	Executive Office of the Secretary-General	Special Adviser to the Secretary-General on the Summit on Addressing Large Movements of Refugees and Migrants
23	Executive Office of the Secretary-General	Special Coordinator on improving the United Nations response to sexual exploitation and abuse
24	Executive Office of the Secretary-General	Special Envoy of the Secretary-General on Cities and Climate Change
25	Executive Office of the Secretary-General	United Nations Special Envoy for Global Education
26	Executive Office of the Secretary-General	Deputy Secretary-General
27	Executive Office of the Secretary-General	Special Envoy of the Secretary-General on Youth Employment
28	Executive Office of the Secretary-General	Chef de Cabinet
29	Executive Office of the Secretary-General	Special Adviser to the Secretary-General on the 2030 Agenda for Sustainable Development and Climate Change
30	Executive Office of the Secretary-General	Special Adviser to the Secretary-General
31	Economic and Social Commission for Asia and the Pacific	Executive Secretary
32	United Nations Economic and Social Commission for Western Asia	Special Adviser to the Secretary-General on Interregional Policy Cooperation
33	International Tribunal for the former Yugoslavia and Prosecutor of the International Residual Mechanism for Criminal Tribunals	Prosecutor, International Tribunal for the former Yugoslavia, and Prosecutor, International Residual Mechanism for Criminal Tribunals
34	United Nations Mission in Colombia	Special Representative of the Secretary-General for Colombia and Head of Mission

No.	Entity	Functional title
35	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic	Special Representative of the Secretary-General for the Central African Republic and Head of Mission
36	United Nations Multidimensional Integrated Stabilization Mission in Mali	Special Representative of the Secretary-General for Mali and Head of Mission
37	United Nations Stabilization Mission in Haiti	Special Representative of the Secretary-General for Haiti and Head of Mission
38	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo	Special Representative of the Secretary-General for the Democratic Republic of the Congo and Head of Mission
39	Office for the Coordination of Humanitarian Affairs	Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator
40	Office for Disarmament Affairs	High Representative
41	Office of the United Nations High Commissioner for Human Rights	High Commissioner
42	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States	High Representative
43	Office of Internal Oversight Services	Under-Secretary-General
44	Office of Legal Affairs	Under-Secretary-General for Legal Affairs and United Nations Legal Counsel
45	Office of the Special Adviser on Africa	Special Adviser
46	Office of the Special Adviser of the Secretary-General	Special Adviser
47	Office of the Special Adviser of the Secretary-General on Cyprus	Special Adviser
48	Office of the Special Adviser of the Secretary-General on Myanmar	Special Adviser
49	Office of the Special Adviser of the Secretary-General on the Prevention of Genocide	Special Adviser
50	Office of the Special Envoy of the Secretary-General for the Great Lakes Region	Special Envoy

No.	Entity	Functional title
51	Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	Special Envoy
52	Office of the Special Envoy of the Secretary-General for Sudan and South Sudan	Special Envoy
53	Office of the Special Envoy of the Secretary-General for Syria	Special Envoy
54	Office of the Special Envoy of the Secretary-General for Yemen	Special Envoy
55	Office of the Special Representative of the Secretary-General for Children and Armed Conflict	Special Representative
56	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	Special Representative
57	United Nations Assistance Mission in Afghanistan	Special Representative and Head of Mission
58	United Nations Assistance Mission for Iraq	Special Representative and Head of Mission
59	African Union-United Nations Hybrid Operation in Darfur	Joint Special Representative
60	United Nations Conference on Trade and Development	Secretary-General
61	United Nations Environment Programme	Executive Director
62	United Nations Human Settlements Programme	Executive Director
63	United Nations Integrated Peacebuilding Office in Guinea-Bissau	Special Representative and Head of the Economic Community of West African States Mission in Guinea-Bissau
64	United Nations Mission in Liberia	Special Representative and Head of Mission
65	United Nations Mission in the Republic of South Sudan	Special Representative and Head of Mission
66	United Nations Office to the African Union	Special Representative and Head of Office
67	United Nations Regional Office for Central Africa	Special Representative and Head of Office

No.	Entity	Functional title
68	United Nations Operation in Côte d'Ivoire	Special Representative and Head of Operation
69	United Nations Office on Drugs and Crime	Director-General and Executive Director of the International Drug Control Programme
70	United Nations Office at Geneva	Director-General
71	United Nations Office at Geneva	Special Envoy of the Secretary-General for Road Safety
72	United Nations Office at Nairobi	Director-General
73	United Nations Office on Sport for Development and Peace	Special Adviser
74	United Nations Office at Vienna	Special Representative of the Secretary-General for Sustainable Energy for All
75	United Nations Office for West Africa and the Sahel	Special Representative and Head of Office
76	Office of the United Nations Special Coordinator for the Middle East Peace Process	Special Coordinator for the Middle East Peace Process and Personal Representative of the Secretary-General to the Palestine Liberation Organization and the Palestinian Authority
77	Office of the United Nations Special Coordinator for Lebanon	Special Coordinator
78	United Nations Support Mission in Libya	Special Representative and Head of Mission
79	United Nations Assistance Mission in Somalia	Special Representative and Head of Mission
Assistant Secretaries-General		
1	Counter-Terrorism Committee Executive Directorate	Executive Director
2	Department of Economic and Social Affairs	Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs
3	Department of Economic and Social Affairs	Assistant Secretary-General for Economic Development
4	Department of Field Support	Assistant Secretary-General
5	Department for General Assembly and Conference Management	Assistant Secretary-General

No.	*Entity*	*Functional title*
6	Department of Management	Assistant Secretary-General for Programme Planning, Budget and Accounts, Controller
7	Department of Management	Chief Information Technology Officer
8	Department of Management	Assistant Secretary-General for Human Resources Management
9	Department of Management	Special Representative of the Secretary-General for the United Nations International School
10	Department of Management	Assistant Secretary-General, Enterprise Resource Planning Project
11	Department of Management	Assistant Secretary-General for Central Support Services
12	Department of Management	President of the Staff-Management Committee
13	Department of Political Affairs	Assistant Secretary-General
14	Department of Political Affairs	Senior-level Adviser for South Asia
15	Department of Political Affairs	Special Adviser on the Responsibility to Protect
16	Department of Political Affairs	Assistant Secretary-General
17	Department of Peacekeeping Operations	Team Leader, Independent Special Investigation
18	Department of Peacekeeping Operations	Assistant Secretary-General for Rule of Law and Security Institutions
19	Department of Peacekeeping Operations	Assistant Secretary-General
20	Department for Safety and Security	Assistant Secretary-General
21	Executive Office of the Secretary-General	Deputy Chef de Cabinet
22	Executive Office of the Secretary-General	Special Envoy of the Secretary-General for Malaria and Health in Agenda 2030
23	Executive Office of the Secretary-General	Senior Adviser on the impact of cholera in Haiti
24	Executive Office of the Secretary-General	Senior Adviser to the Secretary-General on Climate Change

No.	*Entity*	*Functional title*
25	International Residual Mechanism for Criminal Tribunals	Registrar, International Tribunal for the former Yugoslavia, and Registrar, International Residual Mechanism for Criminal Tribunals
26	United Nations Mission for the Referendum in Western Sahara	Special Representative of the Secretary-General for Western Sahara and Head of Mission for the Referendum in Western Sahara
27	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic	Deputy Special Representative
28	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic	Deputy Special Representative of the Secretary-General, Resident Coordinator, Humanitarian Coordinator and Resident Representative for the Central African Republic
29	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic	Force Commander
30	United Nations Multidimensional Integrated Stabilization Mission in Mali	Deputy Special Representative of the Secretary-General, Resident Coordinator, Humanitarian Coordinator and Resident Representative for Mali
31	United Nations Multidimensional Integrated Stabilization Mission in Mali	Deputy Special Representative
32	United Nations Multidimensional Integrated Stabilization Mission in Mali	Force Commander
33	United Nations Stabilization Mission in Haiti	Deputy Special Representative of the Secretary-General (Political and Rule of Law)
34	United Nations Stabilization Mission in Haiti	Deputy Special Representative of the Secretary-General, Resident Coordinator, Humanitarian Coordinator
35	Office of Internal Oversight Services	Deputy Special Representative of the Secretary-General, Resident and Humanitarian Coordinator, Resident Representative

No.	*Entity*	*Functional title*
36	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo	Deputy Special Representative of the Secretary-General for Operations and Rule of Law
37	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo	Force Commander
38	Office of the United Nations High Commissioner for Human Rights	Assistant Secretary-General for Humanitarian Affairs and Deputy Emergency Relief Coordinator
39	Office of the United Nations High Commissioner for Human Rights	Humanitarian Envoy of the Secretary-General
40	Office for Disarmament Affairs	Head of the Organization for the Prohibition of Chemical Weapons-United Nations Joint Investigative Mechanism
41	Office of the United Nations High Commissioner for Human Rights	Deputy High Commissioner
42	Office of the United Nations High Commissioner for Human Rights	Assistant Secretary-General, Head of the New York Office of the United Nations High Commissioner for Human Rights
43	Office of Internal Oversight Services	Assistant Secretary-General
44	Office of Legal Affairs	Assistant Secretary-General
45	Office of Legal Affairs	Registrar for the Special Tribunal for Lebanon
46	Office of the Special Envoy of the Secretary-General for Syria	Deputy Special Envoy for Syria
47	Office of the Special Representative of the Secretary-General on Violence against Children	Special Representative
48	United Nations Peacebuilding Support Office	Assistant Secretary-General
49	United Nations Assistance Mission in Afghanistan	Deputy Special Representative of the Secretary-General (Political)
50	United Nations Assistance Mission in Afghanistan	Deputy Special Representative of the Secretary-General, Resident Coordinator and Humanitarian Coordinator for Afghanistan

No.	*Entity*	*Functional title*
51	United Nations Mission in Iraq	Deputy Special Representative of the Secretary-General (Development and Humanitarian Support) and Resident Coordinator/Humanitarian Coordinator for Iraq
52	United Nations Mission in Iraq	Deputy Special Representative of the Secretary-General
53	African Union-United Nations Hybrid Operation in Darfur	Deputy Joint Special Representative
54	African Union-United Nations Hybrid Operation in Darfur	Force Commander
55	African Union-United Nations Hybrid Operation in Darfur	Deputy Joint Special Representative
56	United Nations Conference on Trade and Development	Special Adviser of the United Nations Conference on Trade and Development for Youth Entrepreneurship and Small Business
57	United Nations Conference on Trade and Development	Deputy Secretary-General
58	United Nations Disengagement Observer Force	Head of mission and Force Commander
59	United Nations Environment Programme	Executive Secretary of the Convention on Biological Diversity
60	United Nations Environment Programme	Assistant Secretary-General and Head of the New York Office
61	United Nations Environment Programme	Deputy Executive Director
62	United Nations Peacekeeping Force in Cyprus	Special Representative of the Secretary-General in Cyprus and Head of Mission
63	United Nations Human Settlements Programme	Deputy Executive Director
64	United Nations Interim Force in Lebanon	Head of Mission and Force Commander
65	United Nations Office for Disaster Risk Reduction	Assistant Secretary-General and Special Representative of the Secretary-General for Disaster Risk Reduction
66	United Nations Interim Administration Mission in Kosovo	Special Representative of the Secretary-General and Head of Mission

No.	Entity	Functional title
67	United Nations Mission in Liberia	Deputy Special Representative of the Secretary-General, Resident Coordinator and Resident Representative for Liberia
68	United Nations Mission in Liberia	Deputy Special Representative of the Secretary-General (Political and Rule of Law)
69	United Nations Mission in the Republic of South Sudan	Force Commander
70	United Nations Mission in the Republic of South Sudan	Deputy Special Representative of the Secretary-General for South Sudan, Resident and Humanitarian Coordinator, Resident Representative
71	United Nations Mission in South Sudan	Deputy Special Representative of the Secretary-General (Political)
72	United Nations Operation in Côte d'Ivoire	Deputy Special Representative of the Secretary-General, Resident Coordinator, Humanitarian Coordinator and Resident Representative for Côte d'Ivoire
73	United Nations Office of the Ombudsman and Mediation Services	Ombudsman
74	United Nations Office for West Africa and the Sahel	Deputy Special Representative
75	United Nations Regional Centre for Preventive Diplomacy for Central Asia	Special Representative of the Secretary-General and Head of Centre
76	United Nations Representative to the Geneva International Discussions	United Nations Representative
77	Office of the United Nations Special Coordinator for the Middle East Peace Process	Deputy Special Coordinator for the Middle East Peace Process, United Nations Coordinator for Humanitarian Aid and Development Activities in the Occupied Palestinian Territory
78	Office of the United Nations Special Coordinator for Lebanon	Deputy Special Coordinator, Resident Coordinator, Humanitarian Coordinator, Resident Representative for Lebanon
79	United Nations Support Mission in Libya	Special Adviser

No.	Entity	Functional title
80	United Nations Assistance Mission in Somalia	Deputy Special Representative of the Secretary-General, Resident Coordinator, Humanitarian Coordinator, Resident Representative for Somalia
81	United Nations Assistance Mission in Somalia	Deputy Special Representative
82	United Nations Truce Supervision Organization	Head of Mission and Chief of Staff

Annex V

Breakdown between those amendments proposed at the sixty-ninth and seventieth sessions of the General Assembly (A/69/117 and A/70/135) and those presented for the first time in the report of the Secretary-General (A/71/258)

Amendments to the Staff Regulations and Rules contained in document A/71/258		*Subject*	*New/old amendment*
Paragraphs	**Changes to Staff Regulations**		
6	Regulation 3.3	International Civil Service Commission (ICSC)-related	New
7	New regulations 3.4 and 3.5	ICSC-related	New
8	Regulation 3.4	Renumbering	New
9	Article VII of the Staff Regulations	ICSC-related	New
9	Regulation 7.2	ICSC-related	New
10	Amendment to annex I	ICSC-related	New
	Changes to Staff Rules		
11	Rule 3.3	ICSC-related	New
12	Rule 3.6	ICSC-related	New
13	Rule 3.7 (b)	ICSC-related	New
14	Rule 3.12 (a)	Night differential	Old (A/69/117)
15	Rule 3.13	ICSC-related	New
16	Rule 3.15	ICSC-related	New
17	Rule 3.19	Dependent child and ICSC-related	Old (A/69/117) and new
18	Rule 3.20	ICSC-related	New
19	Rule 4.5	ICSC-related	New
20	Rule 4.15	Managed mobility framework	Old (A/70/135)
21	Rule 4.16 (b) (i)	Competitive examinations	Old (A/69/117)
22	Rule 5.2	ICSC-related	New

Amendments to the Staff Regulations and Rules contained in document A/71/258		*Subject*	*New/old amendment*
23	Rule 5.3 (d)	Special leave for pension purposes	Old (A/70/135)
24	Title of article VII	ICSC-related	New
25	Rule 7.1 (c)	ICSC-related	New
26	Rule 7.11	Miscellaneous travel expenses	Old (A/69/117)
27	Rule 7.14	ICSC-related	New
28-29	Rule 7.15 (h) (i)	ICSC-related	New
30	Rule 7.15 (i) (ii)	ICSC-related	New
31	Rule 7.16	ICSC-related	New
32	Rule 7.17	ICSC-related	New
33	Rule 9.8 (d)	Correction of cross-reference	Old (A/69/117)
34	Rule 9.9 (b)	Sexual exploitation and abuse	Old (A/70/135)
35	Rule 10.4 (b)	Administrative leave	Old (A/69/117)
36	Rule 13.10	ICSC-related	New
37	Rule 13.11	ICSC-related	New
38	Rule 13.12	ICSC-related	New
39	Appendix C	Correction of cross-reference	Old (A/69/117)
40-43	Appendix D	Compensation in the event of death, injury or illness attributable to the performance of official duties on behalf of the United Nations	Old (A/70/135)
44-51	Rule 1.5 (c)	Permanent resident status	Old A/69/190 (overview of human resources management reform)